

THE EFFECTS OF COGNITIVE ABILITY, PERSONALITY AND SEX ON LEADER EMERGENCE IN TURKEY*

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- ▶ There has been a renewed interest in the trait theories of leadership recently.
- ▶ Meta-analysis indicated that cognitive ability, personality and sex affect leadership emergence (e.g., Eagly & Karau, 1991; Judge et al., 2002; 2004).
- ▶ Implicit leadership theories, which affect leadership perception, differ between societies (e.g., Brodbeck et al., 2000).
- ▶ The traits in relation to leader emergence can vary across cultures (Ballı & Özalp Türetgen, 2012; Özalp Türetgen et al., 2008).
- ▶ *The aim: The effects of cognitive ability, big-five personality traits, self-monitoring, self-efficacy, dominance and sex on leader emergence were examined in an initiating-structure and a consideration task in Turkey.*

METHOD

Participants

From 411 undergraduates, 68 female and 68 male were selected randomly for 34 leaderless discussion groups.

Questionnaires

Turkish forms of the scales presented below were used. Their internal consistency reliabilities were ranged between .67-.93 for this sample.

- | | | |
|----------------------------|-------------------------------------|---|
| ▶ Wonderlic Personnel Test | ▶ Five Factor Personality Inventory | ▶ Revised Self-Monitoring Scale |
| ▶ Self-Efficacy Scale | ▶ CPI- Dominance Scale | ▶ General Leadership Impression Scale - GLI |

Procedure

- ▶ All participants had intelligence and personality measures (n= 411; 84 male, 327 female).
- ▶ The participants assigned randomly to the leaderless group discussion settings of 4 people including 2 females and 2 males (n= 136).
- ▶ Among groups 17 of them were given the initiating structure task (*tower building*) and the other 17 of them were given consideration task (*dealing with children with AIDS*).
- ▶ Each participant rated other group members on GLI.

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RESULTS AND DISCUSSION

The zero-order correlations among study variables changed between .34 and -.36. The coefficients between variables and leadership ratings were presented in Table 1. In order to test the effects of traits, task type and their interactions, a hierarchical regression analysis was conducted (see Table 2).

Table 1
Zero-order correlations among variables and leadership rating (*N* = 136)

	<i>Leadership Rating</i>
1-Task	.06
2- Sex	-.15
3-Cognitive ability	.19*
4-Extraversion	.25**
5- Neuroticism	-.18*
6-Conscientiousness	.13
7-Agreeableness	.08
8-Openness to experience	.11
9-Self-monitoring	.31**
10-Self-efficacy	.30**
11-Dominance	.08

**p* < .05, ** *p* < .01.

Table 2
Results of hierarchical moderated regression analyses for leadership rating (*N* = 136)

	β	R^2	Adj. R^2	ΔR^2
<i>Step 1</i>		.245**	.216**	.245**
Self-efficacy	.47**			
Self-monitoring	.30**			
Extraversion	.17*			
Cognitive ability	.14			
Neuroticism	-.05			
<i>Step 2</i>		.264**	.229	.018
Task	.14			
<i>Step 3</i>		.325**	.266*	.062*
Self-efficacy x Task	-.29**			
Self-monitoring x Task	.09			
Extraversion x Task	-.02			
Cognitive ability x Task	.08			
Neuroticism x Task	.04			

**p* < .05, ** *p* < .01.

► Self-efficacy, self-monitoring and extraversion were predictors of leader emergence; task is the moderator between self-efficacy and leadership emergence.

The variables whose results contradict Western findings are (see Table 2):

- * Cognitive ability (Foti & Hauenstein, 2007). In leader emergence perceived measures of intelligence is more predictive than paper and pencil measurement of it (Judge et al., 2004).
- * Dominance (e.g., Judge et al., 2002). It might not match Turkish feminine and collectivistic culture and expectations of a group, since they like focusing on themselves and imposing their ideas on others.
- * Sex (e.g., Eagly & Karau, 1991). In feminine cultures sex roles are similar for both sexes. Gender inequalities are high in Turkey (United Nations, 2010), but inequalities between sexes are less among people who are younger, educated and living in urban areas (e.g., TURKSTAT, 2012).
- * Openness to experience (e.g., Ensari et al., 2011). Turkey is high in uncertainty avoidance (Hofstede, 1980), thus that personality might not match the trait expected from leaders.

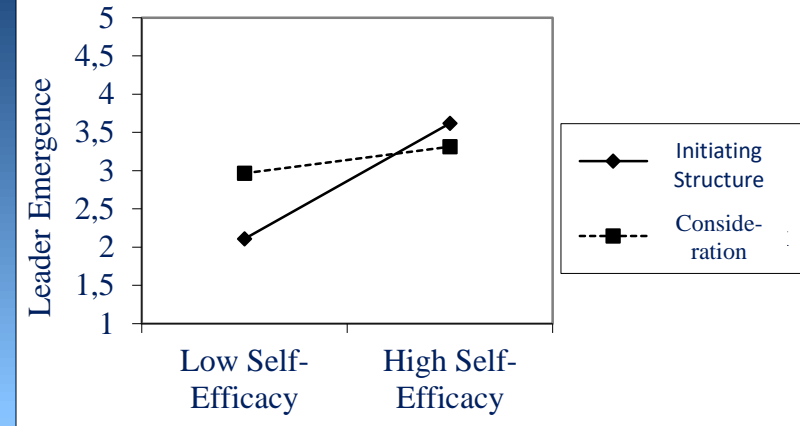


Figure 1. Interaction between self-efficacy and task on leader emergence.

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