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Leadership and Innovation

A Comparison of German and Turkish Leaders on Leading Innovations and Perception of Their Followers

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ABSTRACT

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In today's world, every market is getting more competitive and businesses are struggling to remain on the top of their markets. To succeed in today's world, every business must be innovative and to succeed in innovations, every business needs to have a leader who fits the business's innovation goals since leadership has a great influence on innovations. As Turkey and Germany are two deeply connected countries in business and social context, the thesis researched and analyzed the difference between German and Turkish leaders with regards to leading innovations and the research has also analyzed the demands of the followers from their leaders.

The research described and discussed the theoretical findings that are related to leadership and innovation including different leadership styles, innovation types, the connection between leadership and innovation, and as well as leadership in Turkey and Germany.

The study was carried out using primary data that were gathered by the questionnaires and showcased the differences between German and Turkish leaders in leading innovations and the ideal leader in the eyes of the followers. The results showed that German leaders embrace charismatic, transformational, and participative leadership attributes while Turkish leaders are transactional and directive. Moreover, the research revealed both German and Turkish followers' idea of an ideal leader to lead innovation is a leader who is charismatic, visionary, inspiring, creative and who clearly explains the tasks, gives feedback, rewards the followers and who provides an open discussion environment. In addition, the results indicated that Turkish followers also expect their leaders to be ambitious and dominant.

Keywords	leadership, innovation, German, Turkish

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INTRODUCTION

Innovation has been significantly important for businesses for many years. In today's world, with fast-changing environments and technologies, it is even more important for businesses to be innovative. Understanding the importance of innovation, innovation types and what works best for one's own business is highly important for a business that wants to remain competitive. To be successful in innovations, businesses must also understand the connection between leadership and innovation. The majority of the research found in the literature state that leadership has an undeniable effect on conducting innovations, if not always directly but also indirectly by influencing employees and directing them towards common goals and objectives.

The thesis not only underlines the connection between leadership and innovation but also analyzes the differences and similarities between German and Turkish leaders with a literature review on previous studies and with the empirical study part of this research, because it is found that leadership styles and characteristics tend to have differences when in different countries or different cultural context. Since Germany has a lot of Turkish employees and also has business connections with Turkey, it is only necessary to understand the preferred leadership styles and characteristics in both countries.

In addition to understanding leadership and innovation, it is important to understand how leaders are perceiving innovations in both countries, how they are leading and to what extent it works for them.

1.1 Background and Objectives of the Thesis

The thesis analyzes if there is a difference between German and Turkish leaders' perception of leading innovations and aims to state the relationship between leadership and innovations together with comparing German and Turkish leadership characteristics and their understanding of innovations. Since there is a high population of Turkish migrants living in Germany, and since Turkey and Germany have many business connections, it is only necessary to understand the differences and similarities between the leaders from the two countries and their way of leading innovations. When researching leadership, the

followers' perspectives and expectations must not be ignored since leadership cannot succeed unless followers' expectations are met and unless they share the same vision with their leaders. For this reason, the research is not limited to the leaders' perspective and it analyzes if the leadership style of the leaders matches with what the followers or employees expect from the leaders.

1.2   The Research Problem and Questions

The thesis aims to answer the question ''How do leaders from Germany and Turkey lead innovations?'' while analyzing differences or similarities between German and Turkish leaders, along with questioning and addressing the expectations of their followers or employees. Since the research question asks how the leaders from both countries lead innovations, the research also emphasizes the definition, classification, and theories of innovation together with addressing the relationship between leadership and innovation, and analyzing the effectiveness of leadership on innovations.

Additionally, in order to obtain an answer for the research question, the study aims to describe the most suitable leadership styles and characteristics for Germany and Turkey when it comes to leading innovations. After the conclusion, readers will be able to find answers to the following questions:

1. Is there a difference between German and Turkish leaders on leading innovations, if yes, what is the difference?
2. Which characteristics or skills are expected from the leaders by their followers or employees while working on innovations?
3. What is innovation and its relationship with leadership?
4. Which leadership styles and characteristics are more suitable when it comes to leading innovations in Turkey and Germany?

1.3   The Structure of the Thesis

The thesis starts with an introduction and continues with the description of primary objectives, research questions and thesis structure. The following chapter includes the theoretical basis of the study with definitions and discussions of each theory found relevant to thesis research in the literature. The theoretical chapter starts with the definition of innovation, its classifications, and theories, how to measure innovation performance and

innovativeness of organizations. The second part of the theoretical chapter continues with defining leadership and other definitions found in the previous studies. As the thesis aims to analyze the connection between leadership and innovation, the leadership chapter continues with the leadership styles that are found most relevant and effective to innovation leading and ends with leadership in Germany and Turkey. The third part of the theoretical chapter explains and discusses the relationship between leadership and innovation in light of the studies and research done before. A model called The CREATE Model, created by Gliddon, has been also defined in the thesis since it has been found to be significantly relevant to guide leaders step by step when they are leading innovations. After that, the theoretical chapter ends with a chapter summary.

The third chapter introduces the methods used, why they were chosen and how the theories are connected to the empirical study of the thesis. During the thesis research, quantitative research methods have been applied in the form of questionnaires that includes closed (multiple choice) questions and open-ended questions.

After methods have been introduced, chapter four states the results that are driven from the collected data, explain what was gathered from the research. Then, chapter five concludes the thesis by answering the research questions and stating the reliability and validity of the study, making suggestions for future studies and developments, and lastly giving the author's reflections and learning outcomes on the research.

2 THEORETICAL FRAMEWORK

2.1 Innovation

Innovation can be described from different perspectives since it has various values. For example, in Oxford English Dictionary, it is defined with the following sentence: ''The action of innovating; the introduction of novelties; the alteration of what is established by the introduction of new elements or forms'' (oed.com 2021) While innovation is defined in a more general concept in the dictionaries, Mike Barlow, in his book, describes innovation from more of a business perspective: ''From a strictly business perspective, innovation is customarily defined as the combination of invention and economic value. In other words, to be considered truly innovative, an invention needs to create new value.'' (Barlow 2015)

Table 1. Aspects of Innovation. (Kotsemir, Abroskin & Dirk 2013, 8)

Aspects	Focus of Aspects
Creation	Use of sources to develop or create a new product or service, new techniques, and thinking styles.
Learning and Diffusion	Using, supporting, and learning a product, service, and idea.
Event	Focused on different events like the development of a product, service, and idea.
Change	Minor adjustments or radical changes in product, service, and idea, in the way of doing things.
Process	Various activities in an organization to produce an outcome.
Context	Focused on important factors such as Organizational structures and culture, socio-political environment

Innovation in an organizational perspective includes the implementation of new ideas for saving costs and creating new values, adaptation or implementation of new technologies

for production processes, and creation of new organizational structures and plans. According to Clayton Christensen, there are two separate forms of innovation: Sustaining innovation and disruptive innovation.

1. Sustaining Innovation: It aims to gradually improve the existing product and product lines. It takes manageable risks to grow slow and steady. Thus, it is predictable and safe but still provides growth and efficiency.

2. Disruptive Innovation: It aims to create new products and product lines as well as creating new business models and markets. It involves taking high risks and growing faster. If everything goes as wished, it provides high growth for the organization but there is always a big risk that it may not go as good as wished, which makes disruptive innovation highly unpredictable.

(Christensen, McDonald, Altman, Palmer 2018)

Forms and classifications of innovation are not only limited to Christensen's sustaining and disruptive innovation but instead, there are many more categorizations of innovation. In the following chapter, other theories of innovation found in the literature will be explained.

2.1.1 Theories of Innovation

Over the years, different types of innovation had been developed by researchers. The classification of innovation has started with product and process innovations and it is now continuing with classifications such as dichotomic classification[1] or multilayer classification[2]. One classification that is widely used for innovation is according to the extent of change which has two categories; *incremental* and *radical* innovation. Radical innovations involve significant changes such as developing a new product or changing a process

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[1] Classification of innovation where two types of innovation is opposite and non-crossed. E.g. elementary/cluster, breakthrough/incremental.
[2] Four types of innovation where one of the types is subdivided into three subtypes. E.g. ancillary, service and process innovations. Process innovations are divided to organization, marketization and technological innovations.

system from scratch while incremental innovations involve further development of an already existing product or service, and optimizations of processes with small changes. (Kotsemir et al. 2013, 20-24)

As mentioned in the previous paragraph, different sources of literature have different perspectives on how to categorize innovation. In this chapter, two theories found in the literature that are most relevant to this research will be described: Ten Types of Innovation, and Four Types of Innovation in line with Schumpeter (1934) and Porter (1985) which is later developed jointly by the Organization for Economic Cooperation and Development (OECD) and Eurostat (2018) in The Oslo Manual.[3] (Tavassoli & Karlsson 2015; Westesson & Pettersson 2016)

Ten Types of Innovation

One of the most distinguished classifications of innovation types is done by Keeley, who proposes ten different types of innovation. The Ten Types of Innovation model offers an easy tool that can be used for diagnosing and empowering innovation, spotting errors, or for analyzing the competition. The model includes the following ten categorizations:

1. Profit Model: Primary focus of the profit model is to find a way to make cash for the organizations. A successful profit model understands what customers fully want and addresses where new pricing and revenue opportunities are. In order to succeed in profit model innovations, it must be deeply connected with the organization's strategy and its overall innovation intentions.

2. Network: Network innovation provides companies with an opportunity that gives a chance to organization to take advantage of the assets of other organizations to capitalize on their own strengths. In simpler words, network innovation is a way for organizations to use others' business components, such as technologies and channels, to their own advantages.

3. Structure: Primary focus of structure innovations is to organize the organization's assets in a way that creates the highest value. It can be used in every department or part of the businesses such as the IT and Human Resources department, or configurations of capital equipment and talent management systems. Since structure

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[3] A manual that provides information and guidance for collecting and reporting innovation data.

innovations include capital investments and organizational changes, it is considered to be difficult to be copied by competitors.

4. Process: A successful process innovation requires a change from ''business as usual'' to building a market, using the organization's unique capabilities and efficient functioning. These components usually form the organization's core competencies, and they are most likely to be company-specific which makes it irreplicable by the competitors.

5. Product Performance: This type of innovation includes analyzing the features, values and quality of the products or product lines and acts according to that. Product performance innovations can include entirely new products or updates and extensions to already existing products and product lines. Examples of this innovation type include customization, simplification, and sustainability of a product.

6. Product System: The only focus of product system innovations is to create valuable connections between different products or services. It creates an ecosystem where customers are delighted, and competitions are defended. One of the examples of product system innovation is taking two or more products and selling them in a single package.

7. Service: Service innovations enhance the performance and value of a product by making it easier to use the product by easily revealing the functions and features of the product, and by fixing the problems that may occur or by keeping in touch with the customer through the customer journey. Guarantees and warranties, customer supports, and maintenance plans are the biggest examples of service innovations.

8. Channel: Channel innovations deal with all the ways an organization connect with its customers. It consists of both traditional channels such as physical stores and newer channels such as e-commerce sites. Channel innovations' main goal is to find various ways to reach its customers with its products and ensure customers that they can buy whatever they want and whenever they want.

9. Brand: ''How you present your offerings and business'' is an easy description of brand innovation. It ensures that customers recognize and remember your brand and chose your products over your competitors. Successful brand innovations attract the targeted customers and create a brand image and loyalty outstandingly.

10. Customer Engagement: Analyzing, defining, understanding customers' needs and wants and using those needs and wants to create connections between the organization and the customers is what customer engagement innovations aim for. One simple example of it can be having elegant packaging for the products.

(Keeley, Walters, Pikkel & Quinn 2013, 16-54)

The Four Types of Innovation

According to Schumpeter, economic development is a process of structural changes which are driven by innovations which he divided into five types, namely; a new product or new product quality (product innovation), a new production process (process innovation), a new market, a new source of raw materials or other inputs, and a new organizational structure. (Schumpeter 1934, Schumpeter 1939) Schumpeter's classification of innovation has provided a basis for later research and studies. The similarity between the Oslo Manual's model and the Schumpeter's is significant with Oslo Manual having the following classification: Product, Process, Organizational, and Marketing Innovations.

The Four Types of Innovation also reflects from the value chain model which is developed by Porter. The value chain model is a tool for strategic management, which breaks down an organization's activities into relevant pieces to make it easier to collect data on cost drivers and differentiation sources, then analyze the information and decide for the proper changes. (Porter 1985) Similar to the value chain model, the Four Types of Innovation model also break downs an organization's activities and it provides straightforward classification without taking the timing of the innovation into account.

1. Product Innovations: Improvement of a product or service or a new product or service launch that differs significantly from the organization's already existing products or services in the market is categorized as product innovation. It can have the functions such as the addition of new features or improvements to user utility.
2. Process Innovations: A new business process or improvement of a business process that is significantly different from the organization's already existing business processes. Process innovation implements changes in technology, equipment, and production to improve one or more aspects of a business or to combine different business functions.

3. Organizational Innovations: A new method and forms or improvement of a method for organizational structure, organization's business practices, or external relations classified as organizational innovation. It aims to reduce costs such as administrative or transaction costs and costs of supplies, improve workplace quality and increase labour productivity.

4. Marketing Innovations: A marketing innovation is an implementation of a new marketing method, marketing strategy or form such as a change in the design of the product packaging or a change in product promotion, placement, and price. It simply aims to increase the organization's sales by addressing and answering the needs of the customers and creating new markets.

(OECD/Eurostat 2018, 70-72; OECD/Eurostat 2005, 48-52; Kotsemir et al. 2013, 20)

2.1.2 Measuring Innovation Performance

According to Mankin, a way to measure innovation performance is by categorizing the factors by the kind of effort an organization putting towards innovation. In that direction, Mankin has established four measures for innovation performance: Results based, process, project, and portfolio measures. (Mankin 2007)

1. Results-Based Measures: It consists of business outcomes such as market value, profit, and margin stock. While it is easy to quantify these measures, they indicate past performance and are most likely to provide poor guidance for future planning.

2. Process Measures: These measures consist of measures such as average time to market, number of projects and number of patent applications. However, if an organization focuses on one of the measures, the organization will not get its desired result, and this might drive the organization towards to wrong goals.

3. Project Measures: These measures include; ROI, cash curve, and time to cash. Project measures tend to be hard to predict and unstable during the project life cycle.

4. Portfolio Measures: These measures assess the value of ongoing activities with questions like: ''How much is invested in breakthrough projects?' or ''How much in line extensions?''. However, it is hard to evaluate the future values of ongoing activities. (Westesson & Pettersson 2016)

2.1.3 Innovativeness of Organizations

As mentioned before, innovation has a big role for an organization to achieve a competitive advantage amongst competitors. According to research, companies that manage to implement successful innovations, perform better in their market and provide higher revenues and better financial results than their competitors in the market. (Bessant & Tidd 2011) Innovative organizations often have the characteristics of sharing a common vision, willingness to create an innovative environment, constant evolvement, cooperation, and a system of motivation. (Bessant & Tidd 2019) However, an organization's innovation success highly depends on its employees. Because innovative employees are able to generate new ideas and find solutions to problems while non-innovative is less likely to create solutions and new ideas. (Moghimi & Subramaniam 2013)

There are different measures and models to measure organizational innovativeness in the literature. One of them is the Multidimensional Model of Organizational Innovativeness which includes ten dimensions that are built on factors associating with organizational conditions that enable innovations.

Multidimensional Model of Organizational Innovativeness

1. Strategy: To succeed in innovations, it is essential to have a strategic plan with a focus on innovation.
2. Leadership: The role of leaders in organizations is relevant to the success of organizational innovation and innovation-oriented human resources practices.
3. Culture: An organizational culture that embraces innovative thinking and innovativeness is essential to sustain innovative structures and processes.
4. Organizational Structure: Adapting a fitting organizational structure is crucial for the success of innovations. According to the International Journal of In-novation Management, ''Organizational innovations are closely related to process-oriented management and organizational structure'' (Uzkurt, Kumar, Kimzan & Sert 2012)
5. Processes: A systematic innovation process includes; developing business plans, identifying opportunities that are connected to technological developments. And process-oriented organizations often generate better innovation success than product-oriented organizations.

6. People: Organizations tend to be more innovative when they add more value to their employees. Also, managing individual talents has significant importance.

7. Networking: Building networks and relationships increases the ability to develop new products and services. It creates better knowledge for innovations.

8. Technological Infrastructure: Information technologies reduce the uncertainty of the innovation processes; thus, it affects the perceived risks. Also, technological resources shorten development times.

9. Measurement: According to an article in the European Journal of Social Science Research, '' The development of indicators to measure innovation performance is essential in a context where innovation and technology are essential elements of economic growth and social prosperity (Autant-Bernard, Chalaye, Manca & Moreno 2010)

10. Learning: It is one of the biggest sources for sustainable competitive advantage. Organizational learning is highly important for organizational innovation.

The multidimensional model of organizational innovativeness is combined with the ten dimensions explained above and those dimensions comprise five indicators that are connected to the production and four indicators that are connected to organizational improvements.

The five indicators that are connected to production consists of the following:

1. Products and services perceived as innovative,
2. Reduced development time of the products, services, and processes,
3. The quantity of the new product launches when compared to the competitors,
4. Readiness to change production methods,
5. Share of the organization's total revenue in the industry.

And the four indicators that are connected to organizational improvements are;

1. Implemented organizational improvements,
2. Improvements in development time, quality, capacity, cost, and reliability,
3. Development of competencies and improvements in strategic perspectives, financial and operational processes,

4. Improvements in marketing.

(Quandt, Ferraresi & Bezerra 2017, 3-4)

2.2 Leadership

In the literature, countless definitions for leadership are defined by the different research-ers or by the leaders themselves. For example, C. F. Rauch and O. Behling explain lead-ership as ''the process of influencing the activities of an organized group towards goal achievement.'' (Rauch & Behling, 1984) while Marie J. Kane defines it as "taking people to places they've never been before." (Kane 2004). In Table 2 above, seven different definitions of leadership in the literature can be found.

Whilst there are many more definitions, it is relevant to describe leadership in a simple and plain sentence; leadership is the action of leading and influencing a group of people, team, or an organization in order to reach the shared goals and objectives.

Table 2. Leadership Definitions from Literature.

Most Common Leadership Definitions in the Literature
"the behaviour of an individual … directing the activities of a group toward a shared goal" (Hemphill & Coons 1957, 7)
"the influential increment over and above mechanical compliance with the routine directives of the organisation" (Katz & Kahn 1978, 528)
"Leadership is about articulating visions, embodying values, and creating the environment within which things can be accomplished" (Richards & Engle 1986, 206)
"Leadership is a process of giving purpose (meaningful direction) to the collective effort and causing willing effort to be expended to achieve purpose" (Jacobs & Jaques 1990, 281)
''Leadership is the ability to step outside the culture ... to start evolutionary change processes that are more adaptive." (Schein 1992, 2)
"Leadership is the process of making sense of what people are doing together so that people will understand and be committed" (Drath & Palus 1994, 4)
"the ability of an individual to influence, motivate and enable others to contribute toward the effectiveness and success of the organisation" (House & Javidan 2004, 15)

As seen from the examples in Table 2, every definition has a slightly different focus from others. For example, Schein's definition from 1992, can be found in Table 2, describes leadership as a ''evolutionary process'' which has a focus for change. On the other hand,

others describe leadership as creating a common purpose for others and giving them a direction, just like Jacobs and Jaques did in 1990, which also can be seen in Table 2. Many more examples are found in the literature when comparing the other definitions of leadership.

A generous effort has been put and still being put to classify different dimensions of leadership which results in numerous classifications and theories to be found in the literature regarding the leadership behaviours and styles. However, over the years, researchers have developed a common belief that leadership is a flexible and developmental process that adapts to different environments, locations, and situations. (Khan, Nawaz & Khan I. 2016)

2.2.1 Leadership Styles

As mentioned in the previous chapter, leadership changes within its environment and conditions. Therefore, there are different styles that fit the different context. In order to answer to the needs of certain organizational context and to succeed as a leader, one must be aware of the different leadership styles.

Similar to the definition of leadership, there are various styles of leadership found in the literature and previous studies. Within the leadership styles in the literature, only nine styles that have significant relations with innovation-leading are described in this section. Those styles are as follows; charismatic, transformational, transactional, directive and participative, strategic and CEO, shared and distributed, and interactive leadership.

a. **Charismatic Leadership:** It is often described with Max Weber's definition; ''resting on devotion to the exceptional sanctity, heroism or exemplary character of an individual person'' According to Weber, charismatic leaders are accepted by the followers because both leaders and the followers see the leaders as people who are possessing an extraordinary gift or talent. (Weber 1978)

There are other definitions such as; charismatic leaders are leaders who use their charm and communication skills to persuade and influence others. Shamir, House, and Arthur (1993) support the definition with the argument of ''creating a sense of collective identity is essential to being a charismatic leader.''

Studies by Nadler and Tushman in 1990, Ford and Ford in 1994 and Pawar and Eastman in 1997 report that charismatic leaders attract followers by creating a promising future visual instead of creating concerns and pessimistic opinions with current status. Nadler et al. (1990) show evidence of charismatic leadership's effectiveness when it comes to increasing commitment and directing individuals towards new goals and objectives. A study done by James and Lahti (2011) supports Nadler's evidence, however, Nadler et al. show that being a charismatic leader is not sufficient enough to have a successful innovative business. Another study done by Bass (1985) suggests that charismatic leadership is a great way for supporting the creative process and creation of innovative mindset amongst the followers but to succeed in innovative transformations, it must be supported with other leadership traits and attributes.

b. **Transformational Leadership:** In the book *Leadership* (1978), the term transformational leadership was firstly introduced by Burns. But later, in 1985, it was developed by Bass. Transformational leadership has been described as a development of charismatic leadership with important elements such as ''idealized influence, individualized consideration, inspirational motivation and intellectual stimulation'' (Avolio, Waldman & Yammarino 1991; Smith, Montagno & Kuzmenko 2004, 80-91)

A transformational leader is a leader who looks beyond his own interests and gets followers to set aside self-interests to focus on a common goal while increasing the levels of motivation and morality.

According to Gumusluoglu and Ilsev (2009), transformational leaders promote innovative activities in an organization along with ensuring market success. However, there is not an agreement between researchers that transformational leadership can overcome the limits and insufficiency of charismatic leadership totally. In a recent study, transformational leadership was reported as more convenient for generating ideas and stimulating creativity than implementing innovations. (Jamaludin, Rahman, Makhbul & Idris, 2011)

In any case, the link between charismatic and transformational leadership is cannot be ignored, which brings the sense that innovations require charismatic and motivational leaders.

c. **Transactional Leadership:** In contrast to transformational leadership, transactional leadership appeals to followers' self-interests and focuses on a relationship between the leaders and followers where leaders reward followers in exchange for a completed task and/or work. The leader defines the tasks, rewards and, if necessary, consequences and punishments for the followers. (Alrowwad, Abualoush & Masa'deh 2020) Transactional leadership also requires close monitoring and constructive feedback from the leader. By clear communication of the tasks, given feedbacks and defined rewards for the met goals, the leaders aim to achieve a higher level of performance from the followers.

As mentioned by Bass (1996), transactional leadership contains three behaviour types; contingent reward, active management by exception and passive management by exception. *Contingent reward* leadership behaviour is where the leader clearly defines expectations from the followers together with outcomes, rewards, and consequences. *Active management by exception* means that the leader monitors and attends to fix the followers' problems and mistakes in order to meet the standards, and in contrast to passive management, the corrective actions are done beforehand. In *passive management by exception* behaviour actions are taken by the leader after something happens. A leader sets the standards and intervenes if only there is an emergence of problems. (Den Hartog, Van Muijen & Koopman 1997; Zuleta 2005; Bass 2008; Raziq, Borini, Malik, Ahmad & Shabaz 2018)

While transformational leadership is focused on change, transactional leadership is focused on goal setting and control over the followers. Studies show that transactional leadership is a better instrument to keep things on track during the implementation phase of a project or so. (Howell, Avolio 1993) However, some studies suggest that transactional leadership can be convenient for R&D teams, product innovations and incremental innovations since it has a straightforward and goal-focused approach for leading. (Keller 1992; Sillince 1994)

d. **Directive and Participative Leadership:** Directive leadership plans, schedules, assigns, and monitors tasks and responsibilities given to the followers. A directive leader clarifies what is expected of each follower and gives directions. In directive

leadership followers are expected to follow the rules. (Arenas, Connelly & Williams 2017) Bass (1981) describes directive leadership as a persuasive, task-oriented, autocratic, and manipulative leadership style.

On the other hand, participative leadership is defined as ''shared influence in decision making'' (Somech 2006, 135) Participative leaders consult with followers, considers the opinions and suggestions before making the final decision.

The difference between directive and participative leadership comes from the level of allowance of the followers to express their opinions while decision making.

In a case study, it is found that directive leaders use their hierarchical influence, and they control, monitor, and employ followers during innovation processes. (Kanter 1982) Which shows that directive leadership is particularly advantageous for setting rules. Conversely, participative leadership is found to be more encouraging in team-level innovations and stimulating new ideas and creativity. However, in a study by Yan (2011), it is found that participative leadership most likely to increase the level of conflicts between the followers. Therefore, it is suggested as a more beneficial option for the early stages of innovation processes.

e. **Strategic and CEO Leadership:** According to the researchers, the strategic leadership theory has been developed from upper-echelons theory which was created by Hambrick and Mason in 1984. Strategic and CEO leadership is focused on people with institutional power at the top of the organizations while leadership itself refers to the leaders at any level in an organization or community. (Vera, Crossan 2004)

Strategic/CEO leadership is particularly important with decision making processes for strategic advantage and for advancing innovations at an organization. Researchers point to the institutional power of strategic leaders and highlight the importance of using that power to initiate change processes that serves the organizations' future benefits. (Ireland, Hitt 2005, 45; Makri, Scandura 2010) Also, strategic and CEO leaders support and boost the generation of new ideas from the conceptualization phase to the commercialization phase when it comes to innovation. (Wong, 2013)

Moreover, many other studies agree that strategic/CEO leadership enhances the employees' innovativeness and would be suitable for generating product and organizational innovations.

f. **Distributed and Shared Leadership:** Most of the leadership styles in the literature assumes that there is only one leader, one person in charge of others. Oppositely, both distributed and shared leadership styles suggest leading can be shared within the followers. In distributed leadership, there are more than one leader in one group whereas shared leadership is defined as ''shared leadership can be understood as a dynamic, unfolding, interactive influence process among individuals, where the objective is to lead one another toward the achievement of collective goals." (Pearce, Manz & Sims 2009)

The most significant difference between shared and distributed leadership styles is that distributed leadership style allocates the management skills and power while in shared leadership followers lead and mutually influence each other.

There are limited empirical studies found in the literature regarding distributed and shared leadership in the case of innovation. However, a study by Pearce and Manz (2005) indicates that shared leadership has significant importance for continuing innovations, but the study does not specify which innovation types or stages it is best for. Another research points out the importance of motivation of the leaders and followers especially in the case of distributed leaders focused on innovations that appoint a link between transactional and distributed leadership. (Friedrich, Mumford, Vessey, Beeler & Eubanks 2010) Nevertheless, distributed leadership has been found difficult and time-consuming when comparing other leadership styles. (Barry 1991)

g. **Interactive Leadership:** Interactive leadership means that a leader is proactively seeking opinions and information from followers. According to Rosener, there are four core characteristics for interactive leaders: ''encouragement for participation, widespread sharing of information and power, efforts to enhance self-worth of employees, and energizing employees for different work tasks'' (Rosener 1990)

Interactive leaders empower and give responsibilities to followers, where the leader cooperates with the team. In interactive leadership, empowerment is not limited to individuals, meaning, teams can also be empowered by the leader. However, unlikely the shared and distributed leadership styles, the empowerment is generally restricted to a project or functionality, while empowered leaders from the followers are acting as representatives of the interactive leader. (Bossink 2004, 204; Burpitt, Bigoness 1997)

According to studies with regards to innovation management, interactive leadership encourages followers, employees, to be innovative, more participative, and contributive which results in a more innovative climate. (Bossink 2004) Although there are positive findings on interactive leadership's effect on innovations, there are some arguments that point out interactive leadership's lack of specific future vision thus making it not sufficient for innovations by itself. (Norrgren, Schaller 1999)

In Table 3 below, the comparison chart for the nine leadership styles, regarding means, goals, and effects of the leadership style on innovation can be found.

Table 3. Comparison of Leadership Styles.

Leadership Style	People	Means	Goals	Positive Effects on Innovation	Shortcomings on Innovation
Charismatic	One Leader	-Directing -Shows personal example -Visualizes a positive future	-Create commitment and collective vision -Direct followers to new objectives	-Increases commitment -Gives a promising vision	-Not sufficient to make individuals think more innovative
Transformational	One Leader	-Consulting and/or delegating -Shows personal example -Inspires and motivates -In touch with the followers	-To psychologically empower followers -Create trust -Increase self-efficiency	- Generates ideas and stimulates creativity -Rises motivation	-Not sufficient to implement the innovative ideas
Transactional	One Leader	-Directing -Definition of need: reward and/or punishments -Straightforward and goal focused	-Ensure clear communication -Rational optimization of rewards and punishments	-Suitable for control over the implementation phase -Increases motivation and focusing	-Not sufficient for stimulating new ideas
Directive	One Leader	-Directing -Hierarchical influence -Controls, monitors -Provides framework	-Ensure clear rules and communication of tasks	-Provides a better implementation phase with clear expectations from each follower	-Not sufficient for generation of new ideas from followers
Participative	One Leader	-Consulting -Gives space to develop solutions -Early involvement in projects	-To allow followers to share their ideas to increase the solutions	-Encourages team-level innovations and stimulating new ideas	-Increases the level of conflicts between the followers after the early stages of innovation
Strategic and CEO	One Leader	-Directing -Delegating if necessary -Creates the organizational environment -Institutional power for strategic decisions	-Enhancing followers' competences -Initiate change processes -Keep profit high	-Supports the generation of new ideas - Enhances the employees' innovativeness	-Not sufficient with only its own leadership traits
Interactive	One Leader	-Delegating -Empowerment of individuals or teams -Coaching and guiding	-Raising enthusiasm -Creating commitment -Emphasizing involvement	-Encourages followers to be more participative, contributive, and innovative	-Lacks specific future vision
Shared and Distributed	Multiple Leaders	-Coaching and guiding -Trust and commitment	-Enhancing trust in the team -Increasing motivation	-Creates an open environment for followers to share ideas	-More time consuming

2.2.2   Leadership in Germany

Germany is the largest country in Europe when it comes to the population with 83 million people and it is in the center of Europe. (Eurostat 2019) The country is heavily dependent on foreign trade due to a lack of natural resources and its strongest industries are automobile, electronics, heavy engineering, and chemical industries. (Brodbeck, Frese & Javidan 2002)

In Germany, work and personal life have their boundaries and they are separated. Privacy is highly important for the Germans and punctuality has crucial importance when it comes to business meetings. Business partners who are not on time without a proper excuse are considered to be unreliable. (Lewis 2006, 223)

According to GLOBE Research, when it comes to societal culture practices, Germany is highly performance and future-oriented, meaning individuals in this country desire to outperform others and they value planning, doing, and controlling. Additionally, Germany scored low on in-group and institutional collectivism along with humane orientation which indicates that Germans value competitiveness and reward high performances. Also, gender egalitarianism in Germany is recorded as low pointing that male dominance is common. (GLOBE 2020)
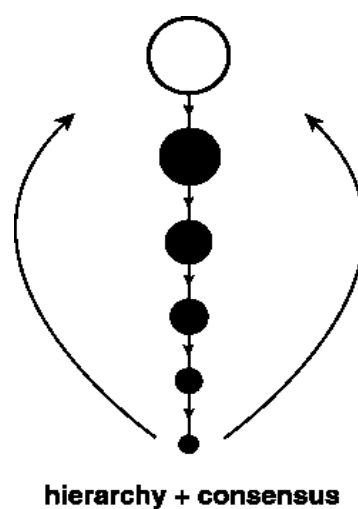

hierarchy + consensus

Figure 1. German Leadership by Lewis (2006).

Business structures in Germany are highly hierarchical where power is usually shared between a small number of people who are on the top of the organization. Additionally, the relationship between the bosses and subordinates tends to be distant and highly formal. Also, instructions and delegations explained and instructed clearly where criticizing the decisions of the bosses or leaders are not typical. In general, German organizations tend to be highly traditional and procedure and manual oriented. Employees are usually monochromic where they prefer to do one thing at a time. Which makes organizations slow-moving entities. (Lewis 2006, 224)

In business life, there is a clear chain of command in each department of an organization. However, this does not mean that German management is autocratic. While information is passed down from the top, Germans still place value on consensus. A manager or a leader, who applies, monitors, and put an effort into procedures and systems while showing solidarity in following the procedures with the employees, considered to be successful by the employees. (Gates 2016)
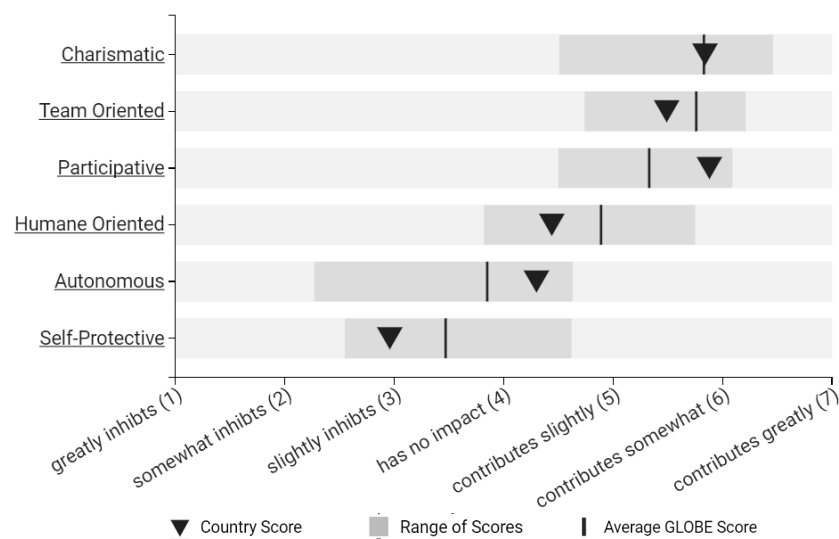
Figure 2. Leadership Score of Germany (GLOBE 2020).

In GLOBE Research, it is found that people in Germany respect and prefer to follow leaders who are inspirational and visionary, who have integrity and who dare to build teams while using appropriate skills which results in high scores in charismatic, participative, and team-oriented leaders. In Figure 2, the leadership score of Germany from GLOBE Research shows that Germany scores higher than other countries when it comes

to autonomous leadership meaning independent thinking is valued by Germans. (GLOBE 2020)

2.2.3   Leadership in Turkey

Turkey is a Middle Eastern country that is located between Europe and Asia with an 82 million population. (Eurostat 2019) It is one of the world's newly industrialized countries with a vulnerable economy. Agriculture, manufacturing, service, and tourism industries are the country's strongest industries. (Argüden 2007)

Turkey aims at modernization and Westernization but the effects of Islam among the members of the society and historical roots that come from the Middle East and Asia are undeniable. Together with the country's geographic location between Europe and Asia, Turkey is a combination of modernism, traditionalism and Islamism which characterizes Turkish society with contrasts. (Brodbeck, House & Chhokar 2007)

According to GLOBE Research, Turkey scores high in power-distance and in-group collectivism in societal culture practices, meaning that individuals in this society are highly family and group-oriented while they endorse authority and status privileges. However, the country scores low on gender egalitarianism and future orientation. In summary, Turkey's community is highly family and group-oriented with an unequal distribution of power amongst the society. (GLOBE 2020)

While the influence of religious values is visible in daily life, Turks are very formal and professional when it comes to business. However, it is easy to notice that the country is dissimilar from other Muslim countries when visited. Personal relations are highly important for Turks and trust and loyalty has a highly important place when it comes to

partnership. It is very common for Turks to want to get to know their foreign partners whom they tend to seek for long-term partnerships. (Commisceo Global Consulting 2020)
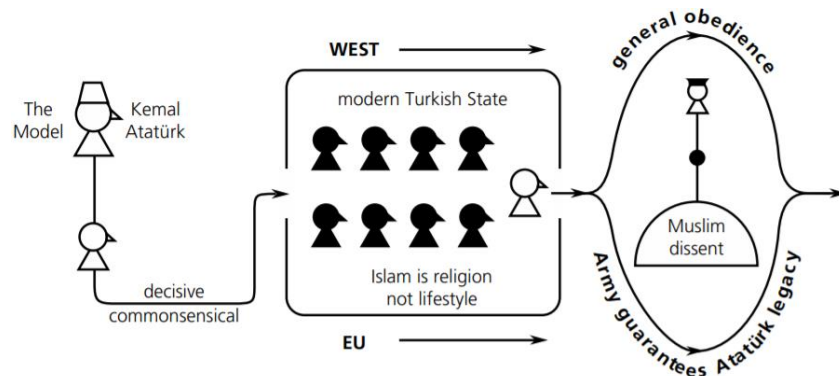

Figure 3. Turkish Leadership by Lewis (2006).

Before Turkey was a democratic republic, it was an empire called Ottoman. During those times, the country was led by Sultans and his family. Autocratic leadership and sultanate were accepted. Mustafa Kemal, who was later named Atatürk[4], changed that and founded the Republic of Turkey with the aims to create a democratic, modern, and more Western country. Since then, Atatürk has been a leadership idol for most of the Turks. People believe his actions and thoughts were great for the country and they still seek a similar leader for their country. (Lewis 2006, 391)

Similar to the German business structure, most of the organizations have a hierarchical structure and decisions made from the top with a clear command chain from top to down. In a typical Turkish organization, the most senior people make the decisions and middle management deals with procedures. But, in large corporations more modern management methods, where the power is more distributed, are seen also. (US & Foreign Commercial Service 2012)

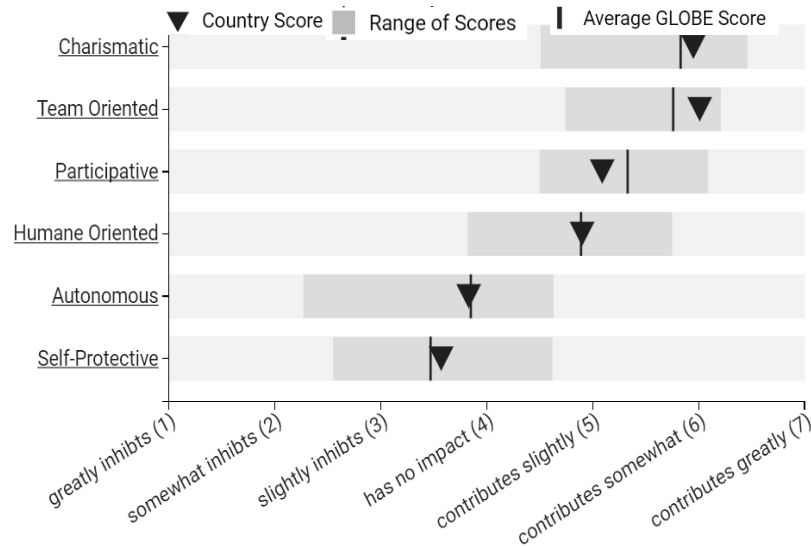---

[4] Atatürk: Father of the Turks.

Figure 4 Leadership Score of Turkey (GLOBE 2020).

In Turkish business life, people value leaders with collaborative, visionary, decisive, diplomatic and integrity characteristics which reflects charismatic and team-oriented leaders. In further research, it is found that leadership attributes such as action and collective achievement-oriented leaders with consultative, paternalistic, and hands-on approaches are highly preferred. In GLOBE Research, charismatic and team-oriented leadership scores high while autonomous and self-protective scores the lowest results, which can be also seen in Figure 4. It is seen that participative and humane oriented leadership behaviours are also highly valued in Turkey with scores that are relatively close to charismatic and team-oriented leadership. In summary, an ideal leader in this country must have the charismatic and team-oriented leadership behaviours such as decisiveness, realistic vision, developing outstanding teams, and using the administrative power for the team while avoiding behaviours such as individualism, self-centred, and status-focused. (Brodbeck et al. 2007, GLOBE 2020)

2.3   Innovation and Leadership

In today's competitive world, every organization must be able to grasp the new inventions, techniques and demands in their market, in simpler words, every organization must

have the ability to innovate continuously to remain competitive amongst others. (Mokhber, Khairuzzaman & Vakilbashi 2018, 108-128)

A leader's ability to implement innovations and inspire employees to do so is crucial for organizations to adapt to changes in their environment such as technological developments and changing needs of customers. Along with the importance of adaptation to changes, organizations need to have creative and motivated employees who have a big part in developing new products and supporting the competitiveness of the organization. Many researchers state that encouraging employees to be creative and keeping them motivated to be innovative and open to changes is the best way to perform innovations in an organization. Leadership, by having a significant impact on creating organizational vision and employee motivation, is one of the most effective factors for the innovativeness of an organization. It is seen that how leaders approach their followers either promotes or inhibits the creativity and motivation of employees towards implementing innovations. (Tang 1999, 41-51; Bulinska-Stangrecka 2018, 270-289)

In another research on leadership's role in driving innovations, it is found that organizations must have leaders who can easily adapt to changes and who embraces modern leadership and management styles instead of conventional leadership to develop creative teams, to build continuous innovativeness and create a common vision for the organization. The literature found on the subject emphasizes the importance of non-traditional leaders who create an environment for the creation of new ideas and encourage employees to think outside of the box. (Hill, Brandeau, Truelove & Lineback 2014; Oke, Munshi & Walumbwa 2009, 64-72)

However, innovation processes involve different steps and activities, meaning that only one type of leadership may not be sufficient for different organizations and different steps of innovations. Therefore, it is important to understand for organizations that different leadership style approaches are needed in different types and steps of innovations to succeed. (Alblooshi, Shamsuzzaman & Haridy 2020)

Furthermore, leadership has an undeniable effect on innovation, therefore it is crucial to have a leader who is the right fit to be an *innovation leader*. To be an innovation leader, one must adopt certain characteristics and skills to be able to create change, develop and implement innovation, and enhance the creativity level of employees while inspiring

them. For that purpose, The CREATE Model was combined from three theories (path-goal theory[5], the action research model[6] and leader-member exchange theory[7]) by Gliddon. The model consists of six steps that suggest certain actions for leaders to achieve a successful innovation process at an organization: Capture data, Review best practices, Evaluate the choices, Apply the innovation, Train the team, and Establish the trend. (Gliddon & Rothwell 2018)

Figure 5 The CREATE Model. (Gliddon et al. 2018)

Capture Data: An evaluation of the past and present data provides a vision for the future which inspires new ideas. A qualitative and quantitative data assessment caters for a proper analysis of the innovation and the potential customers of the innovation product. Also, with a proper analysis of previous data, the needs and desires of the customers can be addressed which might create a vision for future products. Thus, leaders in an innovation process should first focus on the gathering and analyzing of the applicable organizational data.

Review Best Practices: After capturing the suitable data for the innovation, the best practices of the organization must be reviewed. Knowing what works better for this organization or the production process in question helps to generate new ideas and smooth implementation of the ideas. It also provides a solid direction that prevents innovation leaders to direct their organizations to the wrong destinations.

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[5] A leadership theory developed by Robert House in 1971 and later revised in 1996.
[6] A process used in organizational change which is developed by Kurt Lewin in 1934.
[7] A leadership theory developed by Fred Dansereau, William Haga and George Graen in 1975.

Evaluate the Choices: A careful analysis of the choices and the new ideas with the data gathered from the first step and the practices conducted before helps to determine how to form the innovation by combining different ideas and their functions along with estimated results of the innovation. In this step activities such as brainstorming sessions, and strategy and planning meetings are held with the employees, key stakeholders, and innovation leaders to evaluate the choices and decide on a certain goal.

Apply the Innovation: An innovation must be tested before it is implemented. In order to do so, innovation is applied in a test environment and examined if it meets the goals that have been set for it. In this step, the innovation might be changed according to the test results to make it better before the larger implementation. The key stakeholders, employees and the innovation leaders must have collaborative discussion meetings to decide whether the innovation is ready for larger implementation.

Train the Team: After innovation is approved, the next step is to provide proper training for the team who is going to produce the innovation. It is highly important to educate the people who are involved in the production of a new product since it is a new idea and mostly like to be misunderstood.

Establish the Trend: The last step of a successful innovation process to support the diffusion of the innovation by effectively marketing the product. For this step to be successful, it is crucial to have an effective strategy for the communication between the organization and the users of the innovation.

(Gliddon et al. 2018)

2.4 Summary of Theoretical Framework

Innovation, in a simple definition, is the act of creating something new or making something new by adding value to it. Although it can be defined in this simple sentence, it has more complex definitions that cover the business aspects. Innovation has aspects such as creation, change, process, event, learning, and context meaning that it has various values. In the business context, innovation is a combination of inventing and adding economic value. It includes the creation and implementation of new ideas to save costs, increase profit and create a competitive advantage.

There are different types of classifications in the literature for innovation varying from Christensen's sustaining and disruptive innovation to ten types of innovation. Theories found in the literature for innovation is summarized below.

Sustaining Innovation: Gradually implementing innovation to the product and product lines.

Disruptive Innovation: Radically implementing innovation to the product, product lines, markets, and business models.

Ten Types of Innovation: A tool for diagnosing and empowering innovation, spotting errors, or analyzing the competition. It includes ten categorizations; profit model, network, structure, process, product performance, product system, service, channel, brand, and customer engagement.

Four Types of Innovation: A model from The Oslo Manual that reflects Schumpeter's innovation categorizations and Porter's value chain model. It provides straightforward classification by categorizing innovation based on the activity type. It includes four categorizations; product, process, organizational and marketing innovations.

To address the innovation performance, Mankin has established four measures; result based, process, project, and portfolio. To measure the innovativeness of organizations there are different measures and models found in the literature. One of them is the Multidimensional Model of Organizational Innovativeness which includes ten dimensions; strategy, leadership, culture, organizational structure, processes, people, networking, technological infrastructure, measurement, and learning.

As the study emphasizes on the perception of German and Turkish leaders on innovation and differences of the leaders of the two countries has been researched. In literature, there are various definitions found for leadership. Therefore, it is relevant to describe leadership in a simple sentence; leadership is the action of leading and influencing a group of people, team, or an organization in order to reach the shared goals and objectives.

Similar to the definition of leadership there have been multiple theories found in the literature for the leadership styles but only the relevant ones for this research have been

defined. Charismatic, Transformational, Transactional, Directive and Participative, Strategic and CEO, Distributed and Shared, and Interactive Leadership styles have been proved to be highly relevant to innovation management in organizations by the studies found in the literature.

In studies and research such as GLOBE Research, it is found that in Germany people tend to prefer leaders who are inspirational and visionary, who have integrity and who have the courage to build teams while using appropriate skills which highlight the charismatic, participative, and team-oriented leaders for Germans. Turkey, similar to Germany, prefers leaders who are collaborative, visionary, decisive, and diplomatic which reflects charismatic and team-oriented leaders.

When it comes to the relationship between leadership and innovation, many researchers emphasize the importance of leadership when it comes to leading innovations. A leader's ability to encourage and motivate employees, to create a common vision, goals, and strategies to reach the goals, and to create an atmosphere where employees feel welcome to share new ideas and opinions has a significant impact on an organization's performance. Thus, making it crucial for organizations to have the right leaders.

Although there are general characteristics mentioned for the leaders that are suitable to lead innovations, there is no one leadership style that fits all innovation types or steps. According to previous research and studies, different leadership styles and characteristics must be combined in order to succeed in innovation leading. Along with combining different leadership styles, certain processes and activities must be conducted. One of the best examples of that is The CREATE Model. The model consists of six steps for leaders to achieve successful innovation processes. The steps are as follows; capture data, review best practices, evaluate the choices, apply the innovation, train the team, and establish the trend.

3   RESEARCH METHODOLOGY

3.1   Research Method

Four populations are an interest of this research: German leaders, Turkish leaders, German leaders' followers, and Turkish leaders' followers. As it is almost impossible to reach every business leader and their followers from each country, more reachable four samples have been selected from the populations based on the author's previous internship contacts, her university acquaintances, and connections from her home country Turkey.

Futhermore, quantitative research methods have been used in this research study in form of a questionnaire that includes closed (multiple choice) questions and open-ended questions. The questionnaire has been chosen as a research method because it provides a quick and efficient collection of information and the open-ended questions are included in the questionnaire as the research also aims to reach respondents own open values and opinions.

In the questionnaire for the leaders, 16 questions are rating questions from a scale of 1-5, 1 meaning ''totally disagree'' and 5 meaning ''totally agree''. These questions were formed from the previous leadership theories mentioned in the theoretical section of this study. Additionally, multiple-choice questions and one open-ended question are included and are also formed in accordance with the innovation theories mentioned and the CREATE Model.

In the questionnaire for the followers and employees, 14 rating questions are using the same format as the leaders' questionnaire and they are formed to compare the opinions of the leaders and followers. The questionnaire also includes one open-ended question to reach to open opinions of the respondents about leadership characteristics.

3.2   Data Collection Method

Primary data has been collected by sending questionnaires to the leaders from Germany and Turkey, and followers from Germany and Turkey. There are two types of questionnaires; one for leaders to answer and one for followers to answer. The language of ques-

tionnaires had been decided to be English at first, however, after consulting with the possible respondents from Turkey, the original questionnaires were written in English and were translated to Turkish. As a result, English questionnaires were sent to the possible respondents in Germany and Turkish questionnaires were sent to the possible respondents in Turkey.

The questionnaires were sent to the four sample groups mentioned in the Research Method section. Although 25 respondents from each sample group were expected to answer the questionnaires, only 10 respondents from each sample group had answered the questionnaires. Therefore, there were a total of 40 respondents of which; 10 are leaders in Germany, 10 are leaders in Turkey, 10 are followers in Germany, and 10 are followers in Turkey. Samples from the two countries were chosen from similar industries to reduce the possible effects of the differences between the industries on the answers.

3.3 Data Analyzing Method

The primary data are driven from the questionnaires are analyzed in two different data analysis methods:

1. Descriptive Analysis: This analysis method is used for summarizing the individual variables and find patterns among them. Percentage, mean (numerical average), median (midpoint), and mode (the most common value) belong to the descriptive analysis and are used to analyze the data from the questionnaires and presented in graphs, pie charts, and tables.
2. Inferential Analysis: This analysis is more complex than the descriptive analysis and it is used to underline the relationships between two or more variables. There are more than one examples of inferential analysis but only correlation (description of the relationship between two variables) is used and presented with charts. (Atlan 2019)

Primary data from the questionnaires have been exported to a statistics software called IBM SPSS Statistics for the descriptive and inferential analysis of the data and for preparation of the data analysis to be presented in the thesis research.

4 RESULTS

A total of 20 leaders were included in the questionnaires that are in different positions at their institutions varying from team leaders to administrative managers. As it can be seen in Table 4, there was an equal amount of contribution from both countries and both countries' respondents have different positions. The respondents of the questionnaire for the leaders were carefully selected to make sure the industry difference would not affect the results. For this reason, if a leader from Germany and a telecommunication company were to answer the questionnaire, then the focus was to find a Turkish leader from a telecommunication company to answer the questionnaire and so on.

Table 4. Leaders' Position Distribution.

		Germany	Turkey
Institutional Level	**Team Leader**	2	2
	Supervisory/Operative (First Line) Manager	4	3
	Executive (Middle) Manager	3	3
	Administrative/Managerial (Top) Manager	1	2
Total		10	10

As a result, leaders from the logistics industry, telecommunication industry, food and service industry, tourism sector, architectural sector, and manufacturing had answered to question. The numeral distribution of the respondent leaders according to the industries can be seen in Figure 6 below.
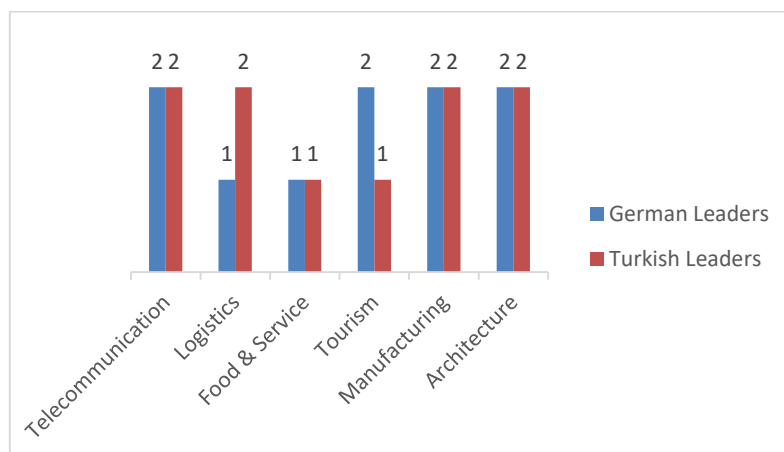

Figure 6. Leaders' Distribution According to Industries.

The second population of the research were the followers or employees of the leaders. For that, the author has tried to reach the followers of the respondent leaders to be able to analyse if the leaders and the followers share the same opinions. As a result, a total of 20 followers had answered the questionnaire from different occupations which can be seen in Table 5 below.

Table 5. Followers' Occupation Distribution.

		Germany	**Turkey**
Occupation	**Working Student**	3	1
	Sales Representative	2	3
	Employee	1	2
	Designer	1	1
	Waiter	1	1
	Receptionist	1	1
	Intern	1	1
Total		10	10

4.1 Comparison of the Leaders from Germany and Turkey
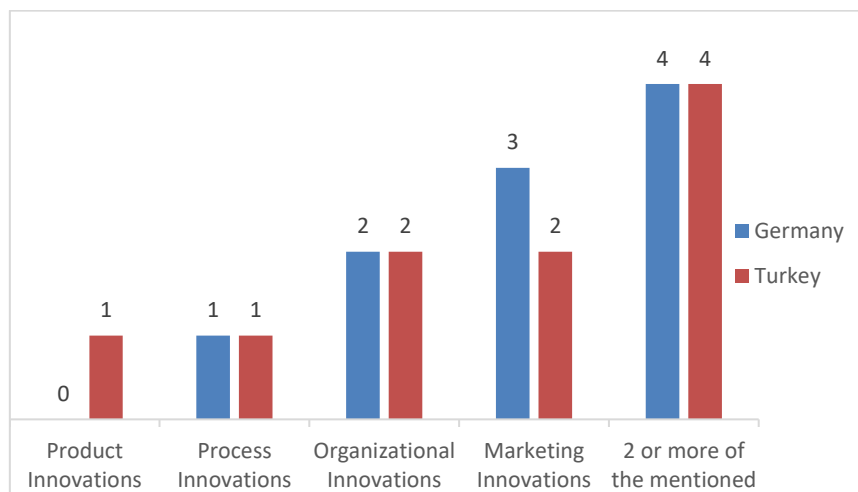

Figure 7. Innovation Types Leaders Have Worked on.

As the aim was to reach people with experiences in leading innovations, questionnaires were sent to the leaders who had experience in at least one of the innovation types. As a result, the questionnaire was answered by mostly the leaders who had experience in leading two or more types of innovations. There were also other respondents who worked on

marketing innovations, organizational innovations, process innovations, and product innovations. The distribution of the number of respondents and their countries can be seen in Figure 7 above.
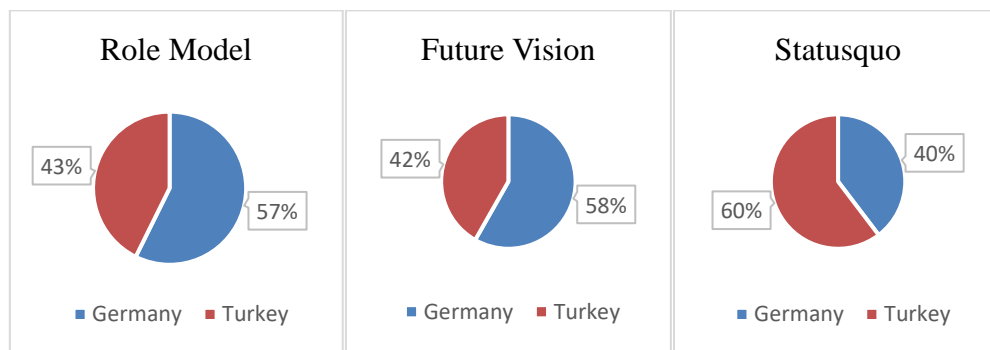

Figure 8. Percentage of Answers from Leaders on Their Behaviours.

The results of the first three questions are seen in Figure 8 above as a numerical average. Figure 8 shows that 57% of the respondent leaders from Germany are focused on being role model for their followers while leading innovations. Moreover, the majority of the German leaders answered the question as they enjoy and prefer to be role model with no disagreement. On the other hand, only 43% of the Turkish respondents think that they like to be role model for their followers. Although the 14% difference does not seem to be big, when looking at the results deeper, it is seen that almost half of the Turkish respondents were neutral to the statement of ''being a role model for followers'' where no German respondents were neutral or disagreeing.

When it comes to being future-oriented or status-oriented, results have shown that the German respondents are highly future-oriented, and they focus on creating a future vision

for their followers while leading innovations. Differently from German respondents, results have shown that the Turkish leaders are mostly focused on the present and they are not concerned with creating a future vision while leading innovations.

Table 6. Distribution of the Answers of the Leaders.

	Focused on Common Vision		Looking for new ideas to improve organizational Structure		Being a Proactive Leader	
Country	Germany	Turkey	Germany	Turkey	Germany	Turkey
Totally Disagree	-	-	-	-	-	-
Disagree	-	1	-	2	-	-
Neutral	-	3	1	2	4	10
Agree	2	5	2	4	5	-
Totally Agree	8	1	7	2	1	-

Furthermore, 80% of the German respondents totally agreed with the statement ''I am focused on common vision instead of self-interest while leading innovations'' and 20% of them answered ''agree'' showing that German leaders look beyond their interests and focus on the common vision. Similar to the German respondents, the majority of the Turkish leaders has also agreed to the statement. However, 10% of the Turkish leaders had disagreed with the statement showing that they are not focused on common vision as much as the German leaders.

Results show that German leaders, while leading innovations, tend to be prepared for possible problems and act before a problem happens meaning that they tend to be proactive. Oppositely, Turkish leaders tend to be more reactive, and they tend to act in response to a problem or a situation instead of taking actions before. However, results indicate that

both German and Turkish leaders are seeking new ideas to improve organizational structure. Results to mentioned subjects are documented in Table 6 above.
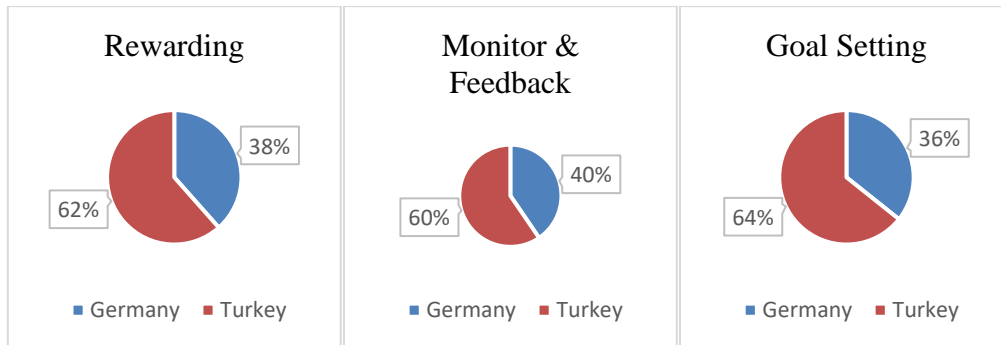
Figure 9. Percentage of Answers from Leaders on Their Behaviours Towards Followers.

Figure 9 illustrates the results related to the leaders' behaviours directly towards their followers. The figure shows that leaders from Turkey tend to focus on goal setting and tend to reward their followers for completed tasks and responsibilities to increase the motivation of the followers while working on innovations. They like to closely monitor their followers and give feedbacks immediately and directly. German leaders, on the contrary, are more future-oriented and are not very concerned with goal setting. According to the results, they do not monitor their followers closely and they are not using rewarding as a motivation tool.
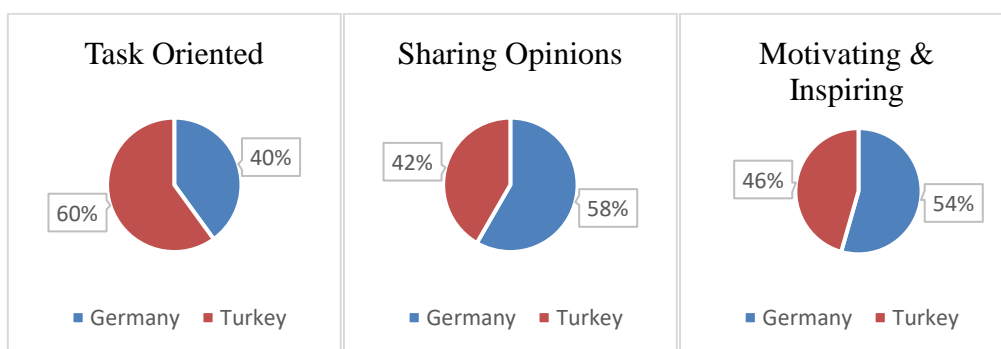
Figure 10. Percentage of Answers from Leaders on Their Orientation and Abilities.

As the results indicate and shown in Figure 10; leaders from Turkey are more task-oriented and more responsibility focused. They tend to do what is expected of them and make it clear what is expected of the followers as well. However, German leaders are not that task-oriented and responsibility focused. Leaders from both countries like to share

opinions and have discussions with their followers and both leaders think they are able to motive and inspire their follower while working on innovation or any other subject.

Table 7. Shared and Distributed Leadership Results.

	Encouraging followers to share power.		Leading can be shared between followers.		Appointing followers to act as a representative leader.	
Country	Germany	Turkey	Germany	Turkey	Germany	Turkey
Totally Disagree	-	1	-	10	4	10
Disagree	-	4	4	-	1	-
Neutral	2	4	1	2	5	-
Agree	7	1	2	-	-	-
Totally Agree	1	-	4	-	-	-

The final three rating questions in the questionnaire were about the approach of the leaders towards shared and distributed leadership. As the results indicate, leaders from Germany tend to share power with their followers and share their leadership position at particular projects or tasks while leaders from Turkey are stricter about their position as a leader and not willing to share their power or their job as a leader. However, leaders from Germany and Turkey are not willing to appoint their follower to be their representatives as a leader. In a summary, it can be said that German leaders tend to share their leadership powers and leading positions to some extent, while Turkish leaders are almost totally against to idea of sharing their power or position.

The open-ended question at the end was to analyse what steps a leader takes when leading innovation and to see if the leaders from Germany and Turkey are taking steps that are similar to CREATE Model. In Table 8 below, the most common answers that were given by the German leaders are shown.

Table 8. Most Common Answers on Innovation Steps from German Leaders.

Answer 1	Answer 2	Answer 3
1. Identifying needs	1. Review of historical data and techniques	1. Analysis
2. Discussion of what can be done for the needs.	2. Choosing the appropriate one and teaching the team	2. Definition
3. Division of tasks in line with the discussion	3. Begin processing.	3. Decide
4. Employee tracking	4. Testing of the product	4. Choosing an Application Method
5. Trial of the released product	5. Result	5. Application
6. And the result		6. Trial
		7. Result

There were 3 common answers from the German leaders, first answer and the third answer are similar to each other in a way of starting with an analysis of the needs and continuing with decisions on how to do it, giving the innovation a trial round and finally seeing the results. As the CREATE Model emphasizes capturing previous data and reviewing the best practices that have been used before, and training the team, the second answer is seen as a fit for the CREATE Model. As the results show, the German leaders while working on innovations take steps mostly according to the needs and the solutions found for the needs and they do a trial run for the innovation they are working on before releasing it to the market.

When we look at the results from Turkish leaders, it is seen that a respectable amount of the respondents takes steps and make decisions according to the upper management and closely monitor the followers' action while working on a project or a task. The other two answers, which can be found in Table 9 below, are showing similarities with the answers from German leaders, practically with steps such as analysing the needs, making the decisions, application, trail run and the results. As a result, it is seen German and

Turkish leaders while leading innovations mostly take similar steps for a successful innovation process. However, answer 1 in Table 9 shouldn't be ignored as it covers one-third of the answers from Turkish leaders.

Table 9. Most Common Answers on Innovation Steps from Turkish Leaders.

Answer 1	Answer 2	Answer 3
1. I contact the top management.	1. Identifying needs	1. Analysis
		2. Decision
2. I divide the work within the team in line with the orders from the top management.	2. Discussion of what can be done for the needs.	3. Choosing a Method
		4. Training the team
	3. Division of tasks in line with the discussion	5. Trial process
3. I follow the employees.		6. Application
	4. Employee tracking	7. Result
4. I share the result with the top management.	5. Trial of the released product	
	6. And the result	

In summary, behaviours and opinions of the German leaders while leading innovations are closer to the charismatic and transformational leadership attributes with a tendency to be a role model for the followers, being focused on creating a promising future vision, being open to the discussions and sharing ideas with the followers and being motivating and inspiring. Moreover, results indicate that German leaders encourage follower to share opinions and power and create an atmosphere where ideas can be discussed which shows that German leaders also have participative leadership behaviours. It was also found that German leaders tend to take actions for the possible situations or problems before they happen and show proactive behaviour that being an attribute of participative leadership. In contrast with German leaders, results show that leaders from Turkey are more focused on the status quo instead of future visions and ideas. And they mostly show transactional leadership behaviours when leading innovations such as; giving clearly defined tasks and setting goals, being task-oriented, closely monitoring and

feedbacking the followers, and rewarding followers for completed tasks. Most of these behaviours also belong to directive leadership as well. Therefore, it can be said that Turkish leaders, on innovations, are mostly have transactional and directive leadership attributes. In Table 10 below, the comparison of the German and Turkish leadership styles and their attributes are presented.

Table 10. Comparison of German and Turkish Leadership Styles

Leadership Style	German Leaders	Turkish Leaders	Attributes
Charismatic	X		-Role Model -Future Vision -Common Vision
Transformational	X		-Consulting and Sharing Ideas -Inspiring -Motivating -Role Model
Transactional		X	-Rewarding -Directing - Defined tasks -Defined Goals -Task Oriented -Monitor and Feedback
Participative	X		-Proactive -Consulting -Encouraging
Directive		X	-Control and Monitor -Directing -Clear Rules -Clear Tasks

4.2 Followers' Description of the Ideal Leader for Working on Innovations

The questionnaire for the followers of the respondent leaders was prepared in a way that the answers would describe what is the ideal leader in the eyes of their followers. The

thesis will describe and analyze the results from the followers in two chapters; German Followers' Results versus Leaders' Results and Turkish Followers' Results versus Leaders' Results to show the difference between what leaders think and what the followers would prefer.
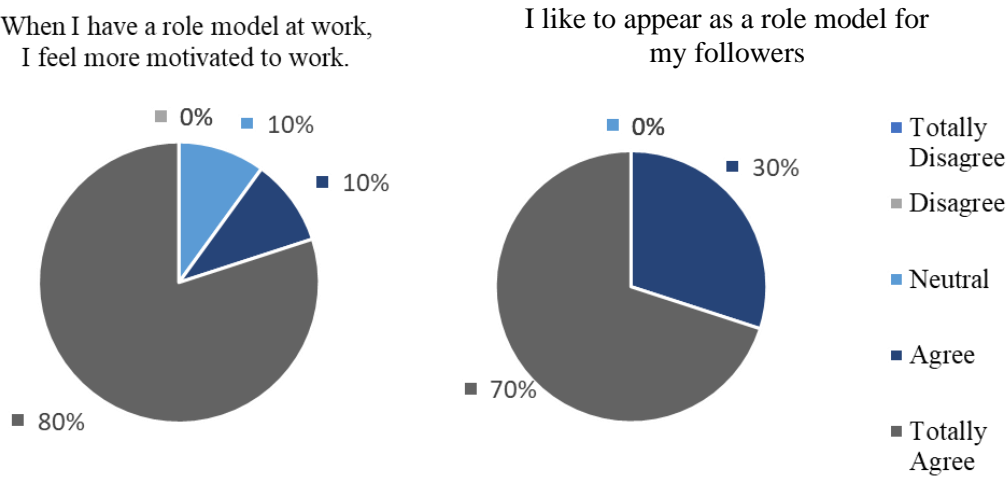
4.2.1 German Followers' Results versus Leaders' Results

Figure 11. Responses of German Followers and Leaders about Role Model.

80% of the respondents stated that they ''totally agree'' to the statement ''When I have a role model at work, I feel more motivated to work'' where 10% stated ''agree'' and 10% ''neutral''. This result shows that having a role model at work motivates German followers to be more enthusiastic to work on innovations. Results of the German leaders show

that the leaders like to be role models for their followers which indicates that what theGerman followers want and what the German leaders are aiming to do are fit for each other in the ''role model'' subject.
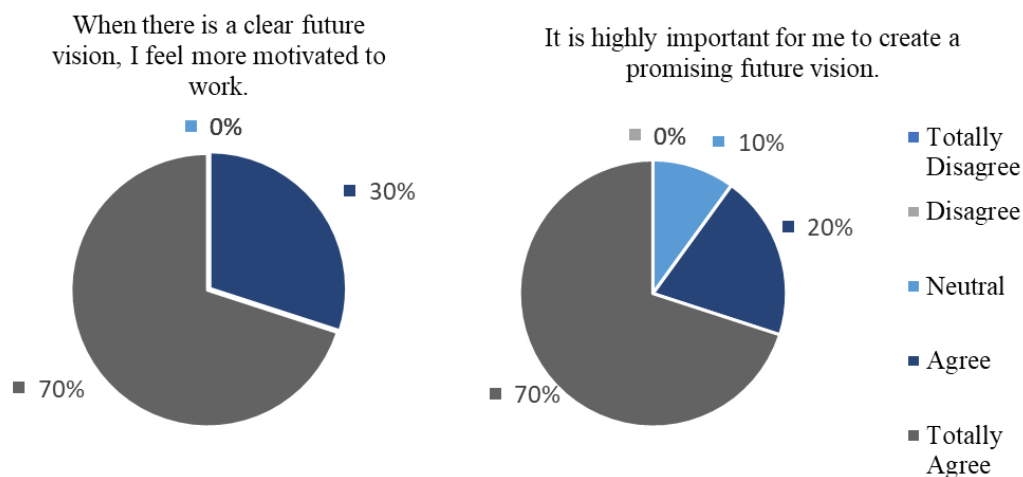

Figure 12. Responses of German Followers and Leaders about Future Vision.

Continuing with the results, it is seen that the German leader and the German followers are at an agreement when it comes to having a future vision. 100% (70% totally agree, 30% agree) of the German followers agrees that they are more motivated to work on innovations when there is a clear future vision. Supportively, 90% (70% totally agree, 20% agree) of the German leaders share the same idea and sees ''creating a promising future vision'' as a highly important task. However, results show 10% of the German leader respondents were ''neutral'' about creating a future vision.
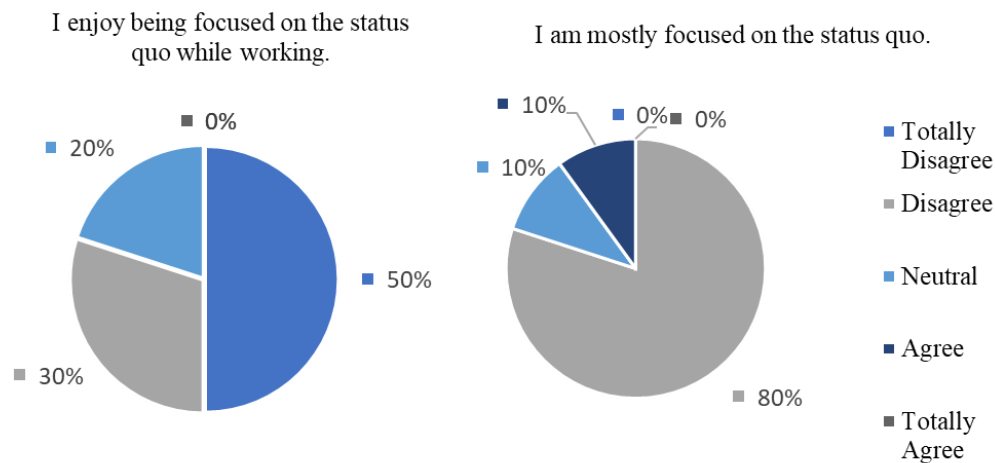
Figure 13. Responses of German Followers and Leaders about Status Quo.

Moreover, results indicate that German followers and German leaders have a similar approach to being focused on the status quo. 80% (50% totally disagree, 30% disagree) of the German followers are against being focused on the status quo during work and 20% of them has a neutral approach. Results show a matching percentage of disagreement (80% disagree) from the German leaders' side. However, there is 10% of German leader respondents who agree to be focused on the status quo and 10% of them are neutral.
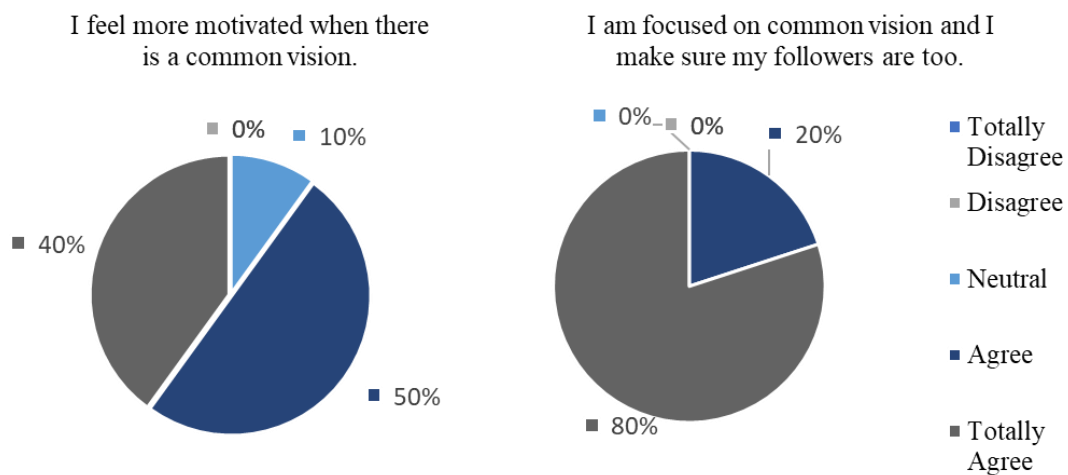

Figure 14. Responses of German Followers and Leaders about Common Vision.

According to the results, being focused on a common vision as a team is highly important for the German leaders (80% totally agree, 20% agree). Connectedly, 90% (40% totally agree, 50% agree) of the German followers state that they are more motivated if there is a common vision for the team. But in addition, there is 10% neutral German followers spotted.
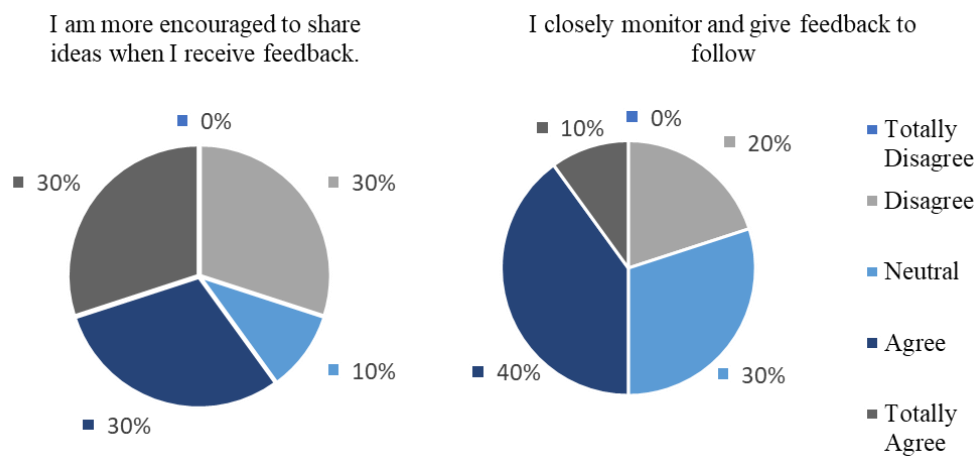
I am more encouraged to share ideas when I receive feedback.

I closely monitor and give feedback to follow

Figure 15. Responses of German Followers and Leaders about Feedback.

Looking at the results on feedbacks from the leaders, they show that 60% (30% totally agree, 30% agree) of the followers feel more motivated to share ideas if they receive feedback and 30% of them does not feel encouraged to share ideas if they receive feedback directly. There is also a 10% of the population who are neutral about receiving feedback. Closely 50% (10% totally agree, 40% agree) of the leaders are keen to give feedback to their followers and monitor them. However, 30% of the German leaders are neutral about monitoring and feedbacking their followers, and 20% of them disagrees with the idea of feedbacking followers.
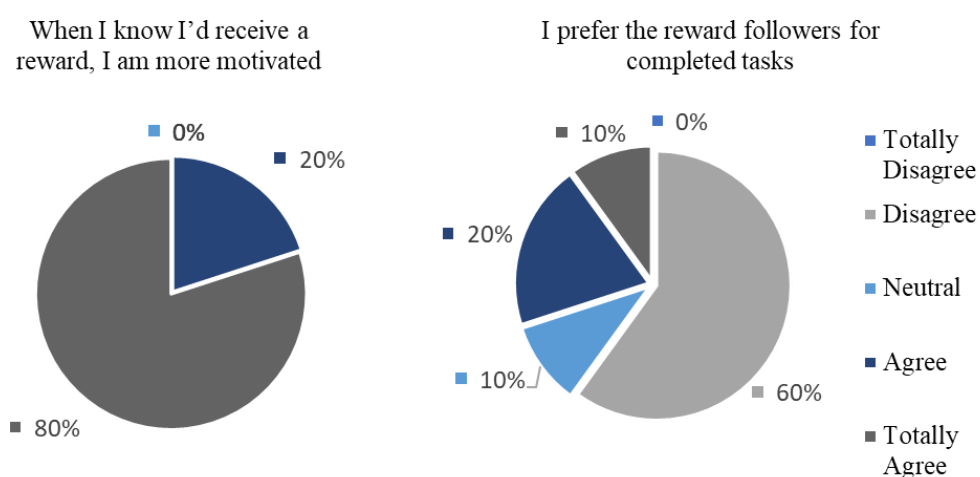
When I know I'd receive a reward, I am more motivated

I prefer the reward followers for completed tasks

Figure 16. Responses of German Followers and Leaders about Rewards.

As can be seen in Figure 16 above, there is a significant difference between the German followers' and German leaders' ideas about rewards for the completed tasks. Results

show that the followers are more motivated if they know there is a reward for completed tasks while working on innovations. In contrast to what the followers think about rewards, 60% of the leaders do not prefer to reward their followers and only 30% (10% totally agree, 20% agree) of them like to use the method of rewarding for the completed tasks.
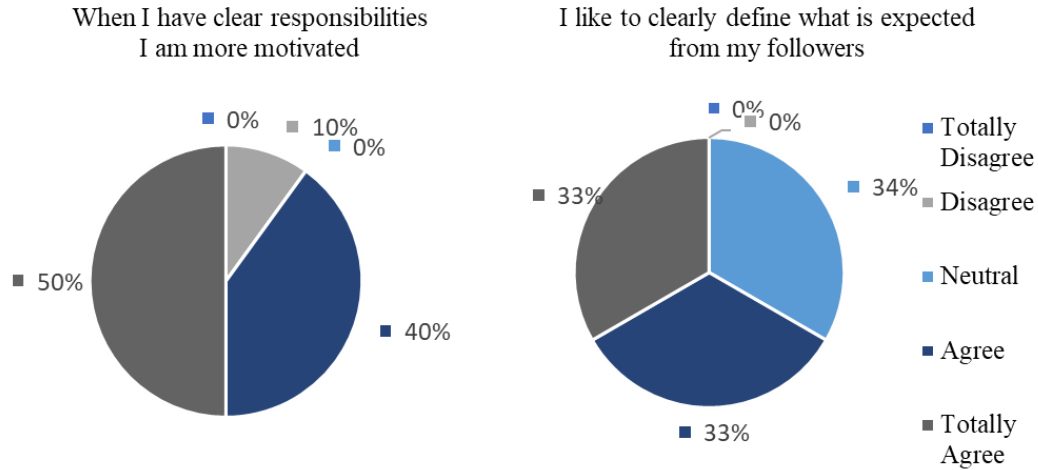

Figure 17. Responses of German Followers and Leaders about Responsibilities.

As it is presented in Figure 17, 90% (50% totally agree, 40% agree) of the German followers are more motivated if they have clear responsibilities while working on innovations. However, 10% of the follower population does not see having clear responsibilities as a motivation reason. When looking at the results from German leaders, it is seen that 66% (33% totally agree, 33% agree) of the leaders define the responsibilities and expectations from the followers while working on innovations. Additionally, 34% of the leaders are neutral about the responsibilities.
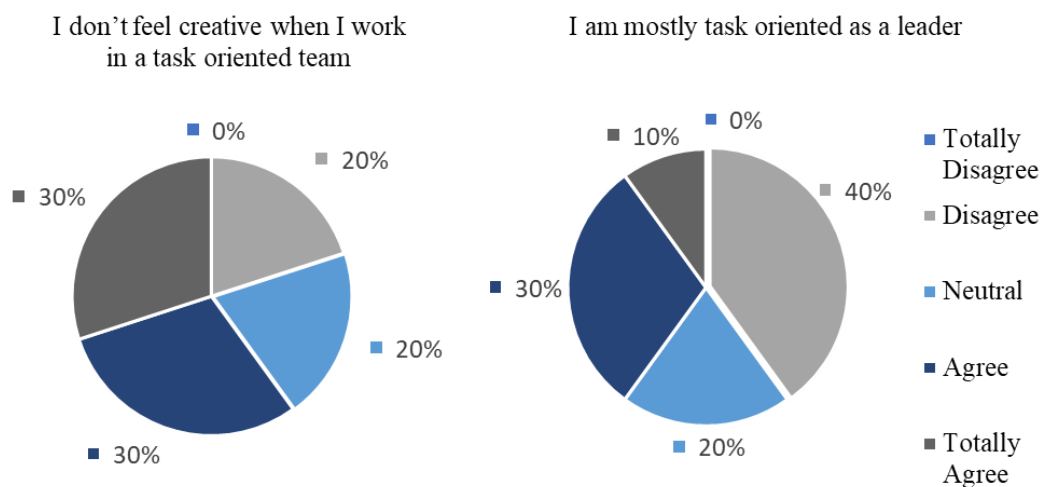
I don't feel creative when I work
in a task oriented team

I am mostly task oriented as a leader

Figure 18. Responses of German Followers and Leaders about Task Orientation.

On the subject of task orientation, results show German leaders and German followers have a similar perspective. 60% (30% totally agree, 30% agree) of the German followers state that having a task-oriented team doesn't make them feel creative. Only 20% of them consider it as an ineffective factor for creativity and 20% of them state that being task-oriented does not make them uncreative. Leaders' results, on the other hand, show 40% (10% totally agree, 30% agree) of the German leaders are task-oriented and 40% of them are not where 20% of them are neutral about being task-oriented leader.
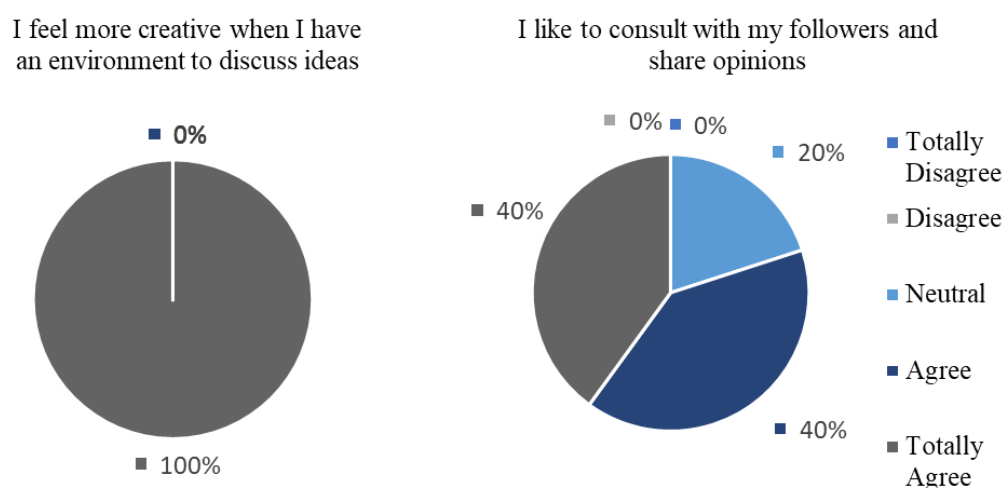
I feel more creative when I have
an environment to discuss ideas

I like to consult with my followers and
share opinions

Figure 19. Responses of German Followers and Leaders about Discussing Ideas.

As Figure 19 indicates, German followers like to discuss ideas and share opinions with their team members and with their leaders while working on innovations. Discussing

ideas and opinions have a positive effect on the followers' creativeness. Agreeably, 80% (40% totally agree, 40% agree) of the German leader are eager to have discussions and sharing ideas with their followers. Only 20% of the German leaders are neutral about having discussions with their followers.
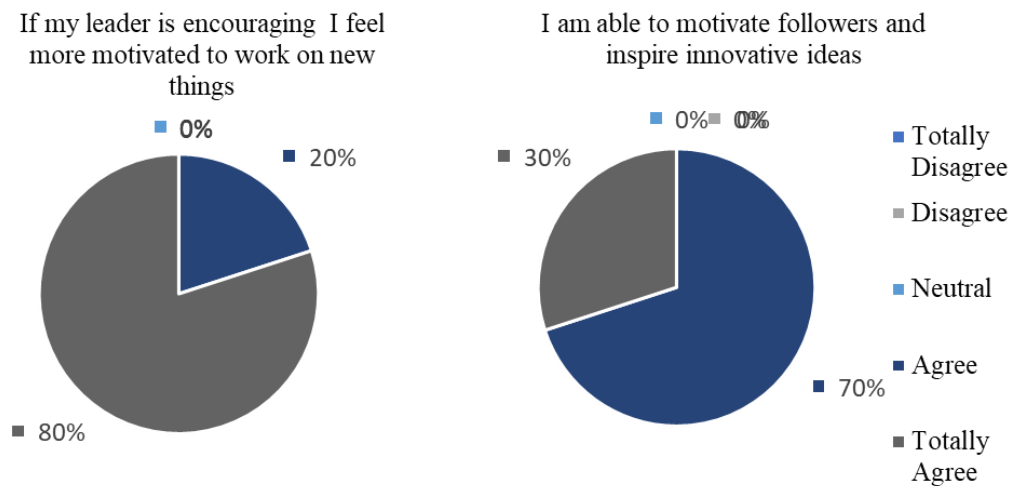

Figure 20. Responses of German Followers and Leaders about Motivation.

Furthermore, German followers like to have an encouraging and inspiring leader to lead them while working on innovations. Fortunately, 100% (30% totally agree, 70% agree) of the German leaders think they can motivate and inspire their followers towards innovative thinking.
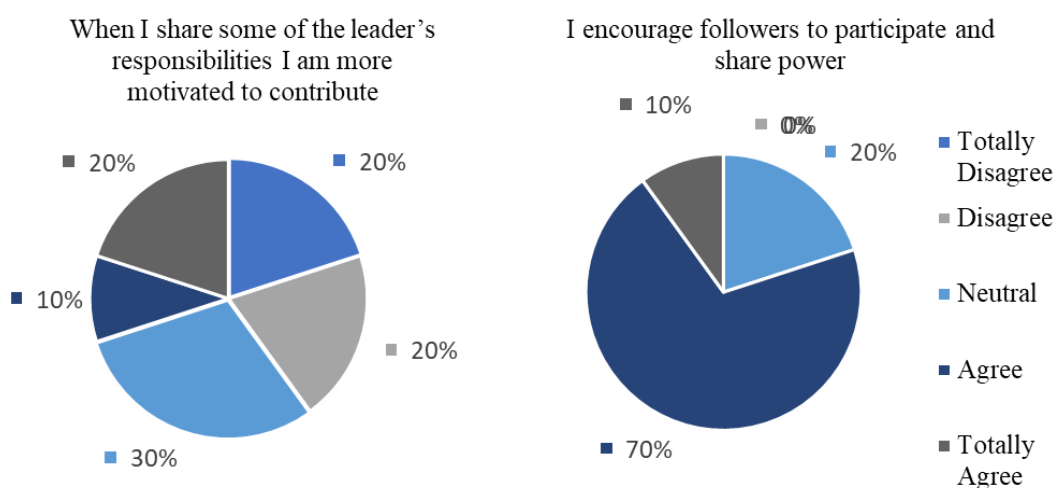

Figure 21. Responses of German Followers and Leaders about Sharing Power.

As for sharing power and responsibilities, the results show 30% (20% totally agree, 10% agree) of the German followers are more motivated to work on innovations if they share

the responsibilities of their leaders. However, 40% (20% totally disagree, 20% disagree) of the followers are not eager to share the power and responsibilities of their leaders. Also, 30% of the followers think that sharing power and responsibilities does not influence their motivation. However, 80% (10% totally agree, 70% agree) of the German leaders prefer to encourage their followers to participate and share power while working on innovations.
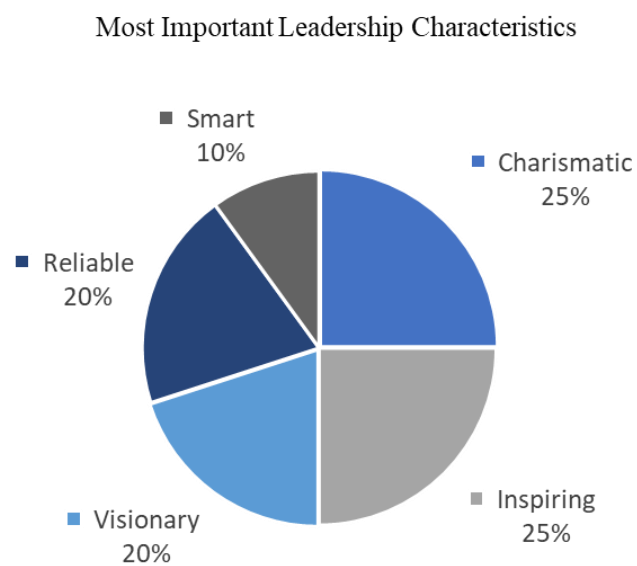
Most Important Leadership Characteristics

Figure 22. Most Important Leadership Characteristics According to German Followers

Figure 22 above represents the result from the open-ended question in the questionnaire. Respondents were asked to write 3-5 characteristics that a leader must have when working on innovations. The most common five words were chosen from the responses and shown the percentage amount how which word was written the most. This result indicates that an ideal leader for German followers must be inspiring, charismatic and visionary with and reliable attitudes and smartness.

In summary, German followers like to see a role model at work who can create a future vision and who can convince the team to look beyond the self-interests and focus on a common vision, and who gives clear responsibilities to the followers while encouraging and inspiring the followers to be motivated and creative. German followers also like to be rewarded for the completed tasks and would like to receive feedback from their leaders. Additionally, they would like an environment where can openly discuss ideas and

opinions with the team and the leader. As this chapter compares the followers' ideas and the leaders' behaviours, it is seen that German leader are closer to what the followers want in terms of being a role model and creating a future vision. Moreover, German leaders are focusing on creating an environment at the workplace where the ideas can be discussed openly, and they aim to be inspiring and motivating. Only the results from the giving rewards for the completed tasks are highly different from each other since most of the followers stated it would motivate them to receive a reward and German leaders stated they do not prefer the reward followers for the tasks.

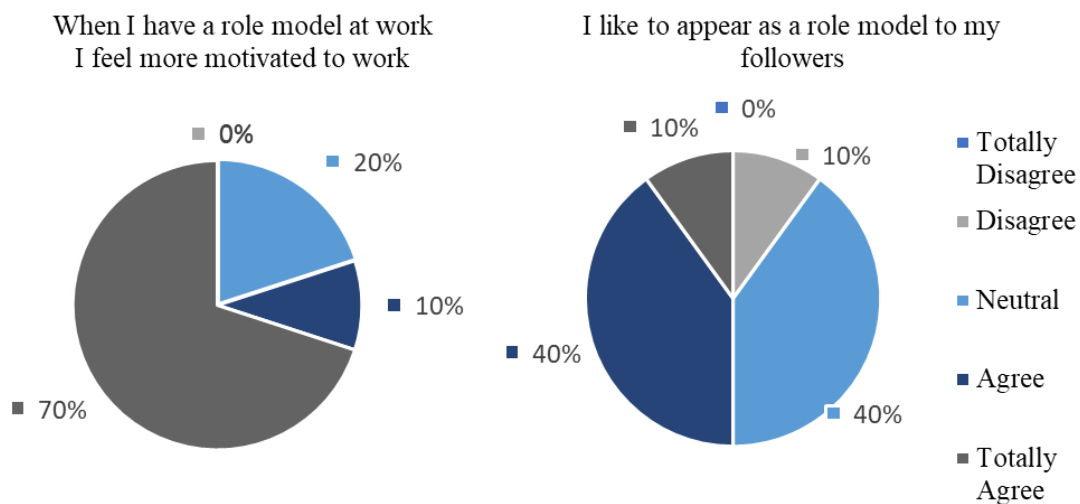### 4.2.2 Turkish Followers' Results versus Leaders' Results

Figure 23. Responses of Turkish Followers and Leaders about Role Model.

80% (70% totally agree, 10% agree) of the Turkish followers feel more motivated if they have a role model at work. Only 20% of the followers do not think that having a role model at work affects their level of motivation. Differently from the followers, only 50% (10% totally agree, 40% agree) of the Turkish leaders put an effort to show up as a role model to their followers while 10% of them do not prefer to appear as a role model to their followers. Therefore, the results show that Turkish followers and leaders agree on appearance as a role model to some extent, but it seems to be not enough for the followers.
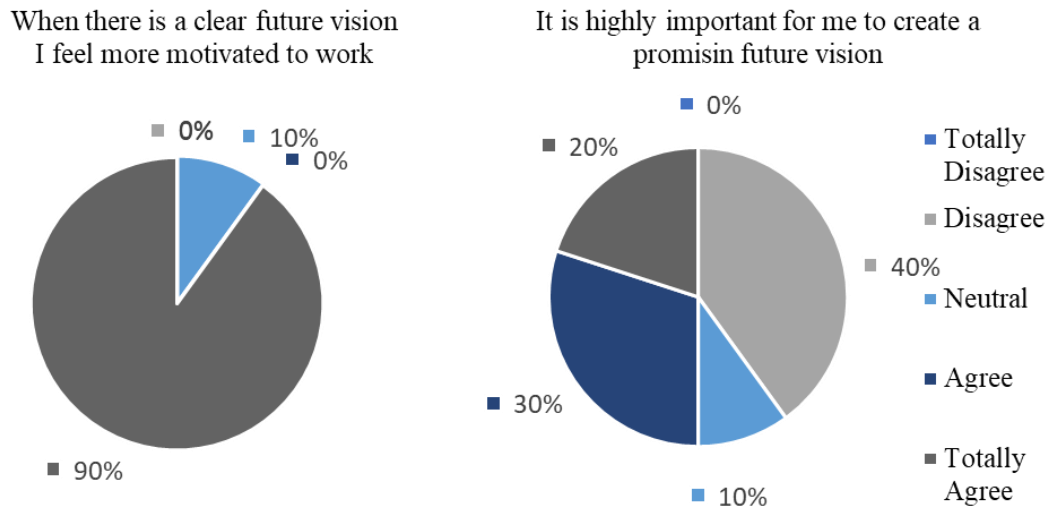
Figure 24. Responses of Turkish Followers and Leaders about Future Vision.

Furthermore, according to the results, 90% of the Turkish followers are more motivated when there is a future vision and only 50% (20% totally agree, 30% agree) of the Turkish leaders are eager to create a future vision while working on innovations. Additionally, 40% of the Turkish leaders do not put an effort to create a future vision. This shows that having a future vision is an important motivation tool for Turkish followers while leaders are not focused on the future vision.

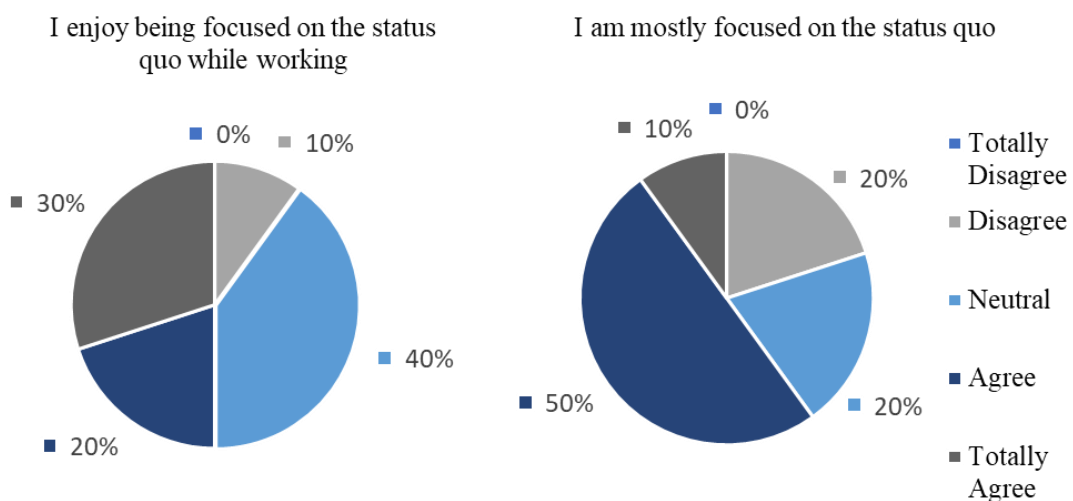**Figure 25.** Responses of Turkish Followers and Leaders about Status Quo.

However, it is found that 50% (30% totally agree, 20% agree) of the Turkish followers are enjoying being focused on the status quo and only 10% of them disagrees with the

statement in Figure 25 where 40% of the respondents are neutral about it. Similar to the followers, 60% (10% totally agree, 50% agree) of the Turkish leaders are also focused on the status quo where only 20% of them disagrees with the statement. As a result, it is seen that both Turkish followers and Turkish leaders are mostly focused on the status quo while they are working on innovations.
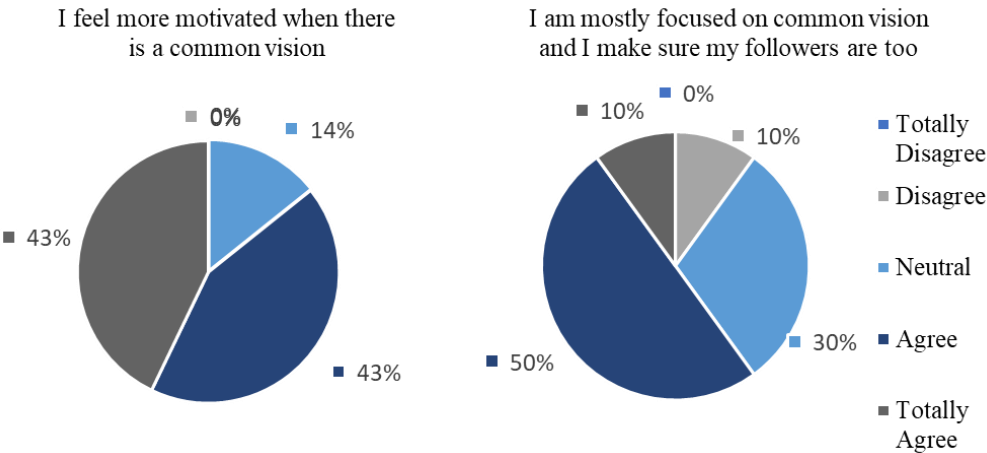
Figure 26. Responses of Turkish Followers and Leaders about Common Vision.

Nevertheless, the results show that 86% (43% totally agree, 43% agree) of the Turkish followers are more motivated to work on innovations if there is a common vision and only 14% of them does not think that common vision affects their motivation level. Continuously, results indicate that 60% (10% totally agree, 50% agree) of the Turkish leaders are focused on a common vision instead of self-interest and they encourage their followers to be so as well. However, 30% of the leaders do not pay attention to the common vision and 10% of them are not focused on a common vision.

I am more encouraged to share
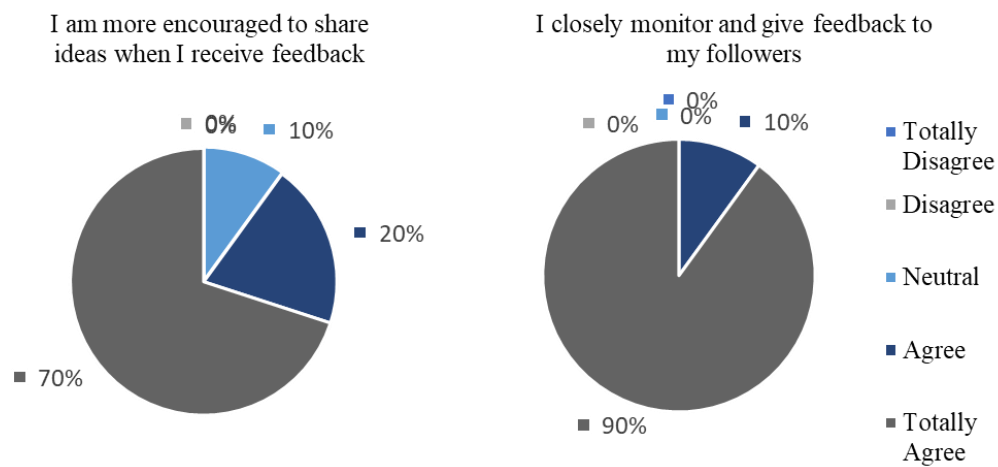ideas when I receive feedback

I closely monitor and give feedback to
my followers

Figure 27. Responses of Turkish Followers and Leaders about Feedback.

Results on the question about the feedbacks are showing a high similarity between the answers of the followers and the leaders which can be seen in Figure 27. As the Figure shows, 90% (70% totally agree, 20% agree) of the Turkish followers feel more motivated to share their ideas if they receive feedback from their leaders. Correspondingly, 100% (90% totally agree, 10% agree) of the leaders are eager to monitor and feedback their followers which shows that followers and the leaders share the same ideas about receiving and giving feedback.

When I know I'd receive a reward
I am more motivated

I prefer to reward followers for completed
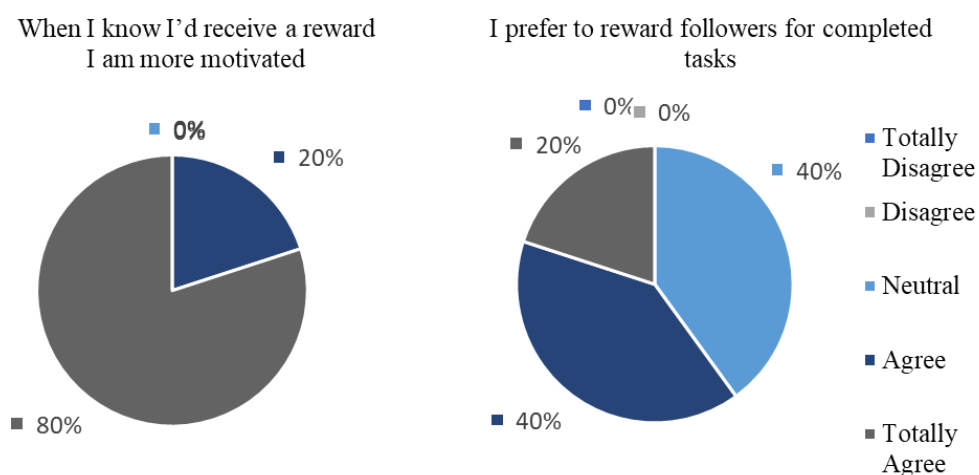tasks

Figure 28. Responses of Turkish Followers and Leaders about Rewards.

Moreover, results indicate that Turkish followers would like to be rewarded for their completed tasks and the rewards would give them more motivation. However, it is seen that

only 60% (20% totally agree, 40% agree) of the Turkish leaders use the method of rewarding for more motivation where 40% of them does not have any ideas about it.
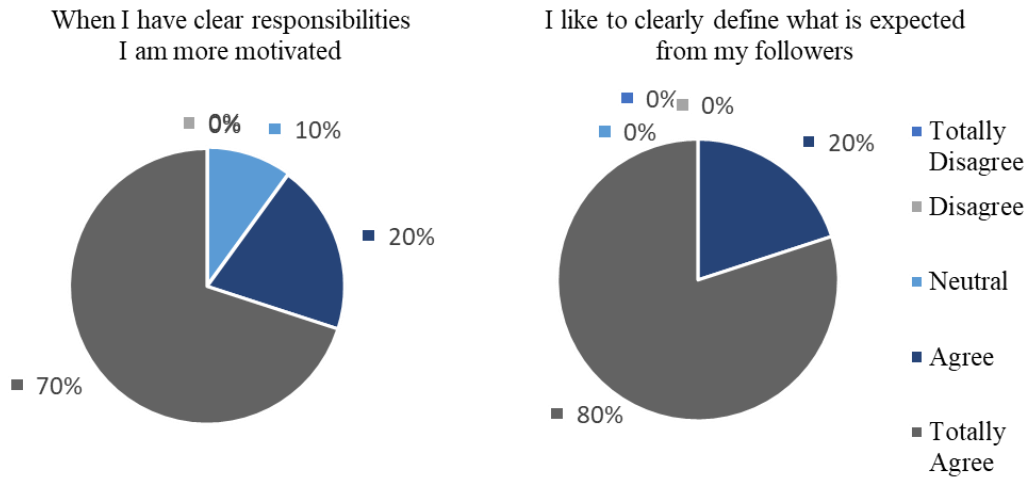

Figure 29. Responses of Turkish Followers and Leaders about Responsibilities.

When looking at the results about responsibilities, it is found that 90% (70% totally agree, 20% agree) of the followers would be more motivated if they have clear responsibilities. Satisfactorily, Turkish leaders are eager to define responsibilities and tasks that are expected from their followers which shows that how leaders are behaving about the responsibilities and expectations are good for their followers' motivation on innovations.
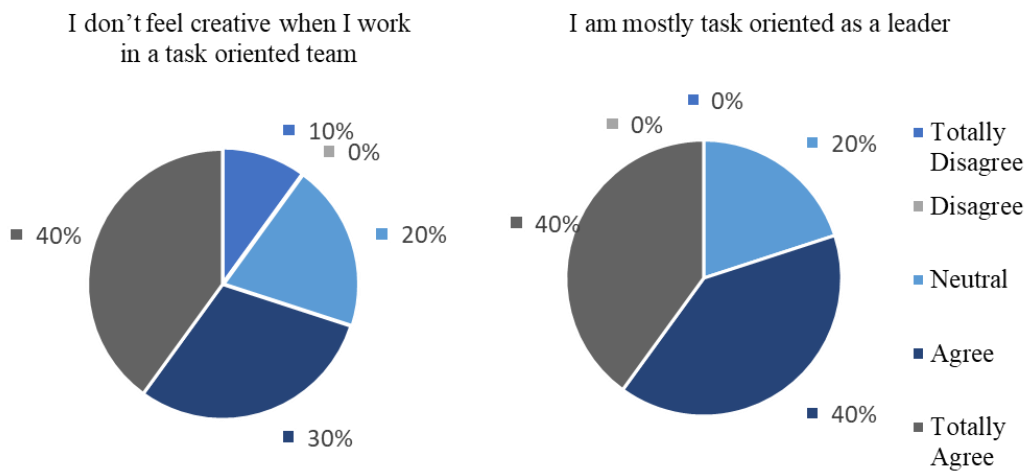

Figure 30. Responses of Turkish Followers and Leaders about Task Orientation.

Furthermore, having a task-oriented team and a leader decreases the creativity of Turkish followers. However, according to the results from the questionnaire, most of the Turkish leaders are task-oriented. This shows that what leaders think about being task-oriented do

not fit the expectations of the followers and it results in decreased creativity which is not an ideal scenario for working on innovations since innovations require creativity and motivation.
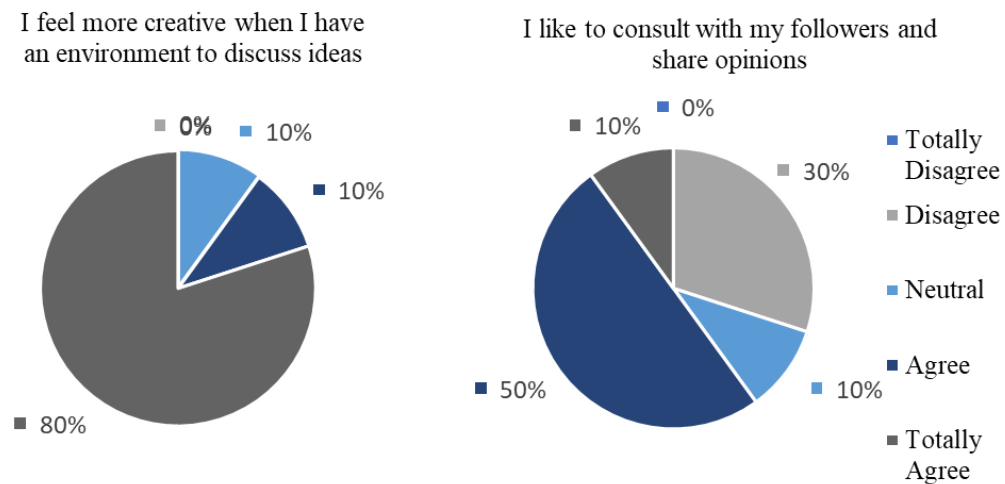
Figure 31. Responses of Turkish Followers and Leaders about Discussing Ideas.

Figure 31 presents the percentage of followers who agrees and who are neutral to the statement of feeling creative when having an environment where ideas can be shared and discussed. As seen on the figure, 90% (80% totally agree, 10% agree) of the followers are more creative when they have a discussion environment while only 60% (10% totally agree, 50% agree) of the leaders are eager to discuss ideas and share opinions with their followers. Additionally, 30% of the leaders do not like to consult and share ideas with their followers which shows that Turkish leaders must be more open to discussions and sharing ideas with their followers to improve the creativeness of their followers.
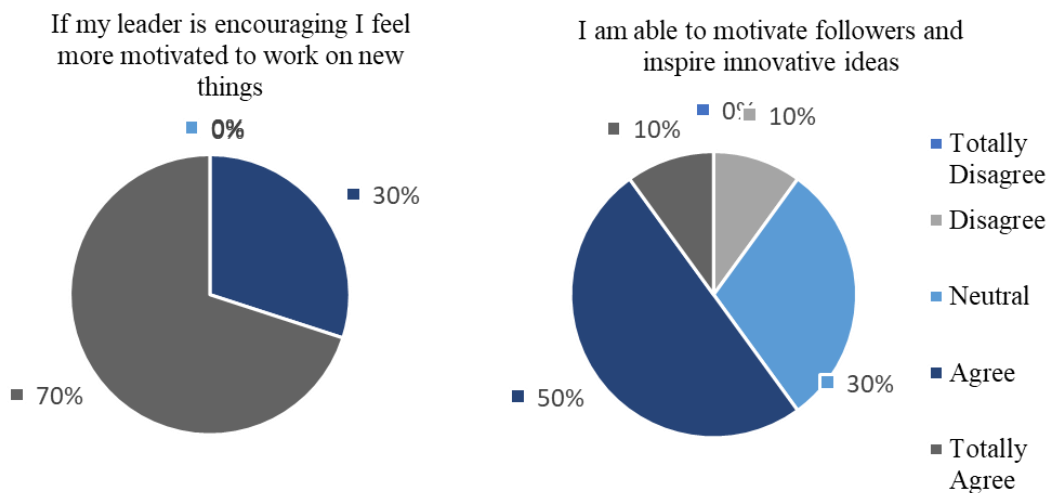
Figure 32. Responses of Turkish Followers and Leaders about Motivation.

In Figure 32 above, results of the importance of the leaders' ability on motivating followers are presented. As seen on the first pie chart, Turkish followers are highly affected by the leader's encouraging behaviours. If their leader is motivating, inspiring, and encouraging then their motivation levels are higher. Fortunately, the majority (60%) of the Turkish leaders think they can inspire and motivate their followers. However, 30% of the leaders' behaviour about being inspirational and motivational is unclear and 10% of the leaders think they are not able to motivate or inspire their followers.

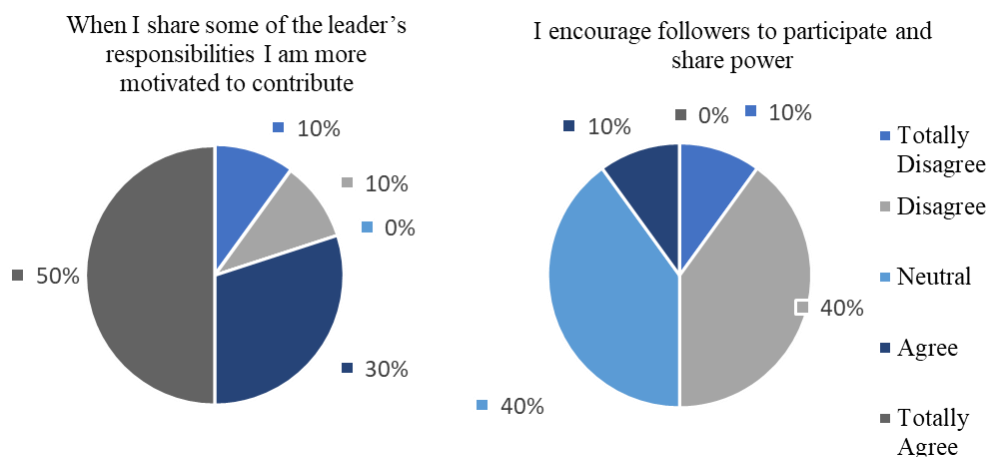**Figure 33.** Responses of Turkish Followers and Leaders about Sharing Power.

As seen in Figure 33 above, there is a disagreement between Turkish followers and Turkish leaders when it comes to sharing the power and responsibilities of the leader. 50% (40% disagree, 10% totally disagree) of the leaders are against the idea of sharing their

power with their followers and only 10% of them are encouraging their followers to participate and share power. Additionally, 40% of the leaders do not see sharing power influence followers' motivation. In contrast to the leaders, results show that followers are more motivated to be more contributor if they share some of the leader's power and responsibilities.

Most Important Leadership Characteristics
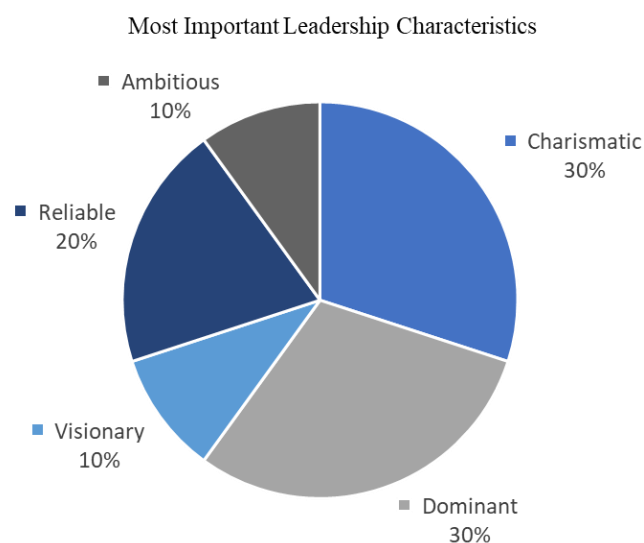
Figure 34. Most Important Leadership Characteristics According to Turkish Followers.

Figure 34 above represents the result from the open-ended question in the questionnaire which asks 3-5 characteristics that the followers see as the most important characteristics that a leader must have while leading innovations. According to the results, 5 common words have been written by the followers the most. Percentages on the figures represent the frequency of the words that have been written. According to the Turkish followers, an ideal leader for leading an innovation must be charismatic, dominant, and reliable with an ambitious character and a vision for the future.

In summary, Turkish followers' idea of an ideal leader for leading innovation includes a charismatic leader and a role model for the followers, who is focused on a future vision and who puts aside self-interests, and who is willing to share power and responsibilities with the followers. Additionally, it is found that Turkish followers are more motivated if they have an open discussion environment for sharing ideas, have clear responsibilities and tasks if they receive feedback and rewards for the completed tasks from their leader.

Turkish followers also think that a leader must have the following characteristics; inspiring and motivating, charismatic, dominant, reliable, visionary, and ambitious.

5   CONCLUSION

As the objective of this research study is to examine the difference between German and Turkish leaders' perception of leading innovations and underline if the leading way of the leaders match with what the followers or employees expect from their leaders while working on innovations, this chapter summarizes the main findings of the study by answering the research questions.

1. **Is there a difference between German and Turkish leaders on leading innovations, if yes, what is the difference?**

Research findings have shown that there is a difference between German and Turkish leaders in leading innovations in ways of behaviours towards the followers and methods used. According to the research conducted, German leaders has a mixture of characteristics and behaviours of transformational, charismatic, and participative leadership styles when they lead innovations. They appear as a role model to their followers and they aim to create a future vision. They also look beyond their self-interests and focus on the common vision. Additionally, they like to consult followers, share ideas, and have discussions. They tend to be encouraging and motivating to increase the creativeness and inspiration of their followers. Lastly, they are proactive meaning that they like to plan, be ready for any problems that may occur, and react before it happens.

Turkish leaders, on the other hand, possess a mixture of transactional and directive leadership behaviours and characteristics. They like to have clear goals and objectives and they like to clearly define the tasks and responsibilities of their followers. They are mostly task-oriented and they closely monitor their followers and give feedback to them. They also tend to reward their followers for completed tasks and responsibilities.

2. **Which characteristics or skills are expected from the leaders by their followers or employees while working on innovations?**

There is two followers' group for the research; followers from Germany and followers from Turkey, and research has shown that two followers group expect same behaviours

and skills from their leaders. Both German and Turkish followers, while working on innovations, expect to see a leader who appears as a role model to them and who can show a promising future vision for them to commit to what they do. They like to have a leader who explains their responsibilities clearly and who inspires them to be creative. They like to receive feedback from their leaders and their motivation level would increase if they would receive rewards for completed tasks. Moreover, the followers think that having an environment where the ideas and opinions can be shared openly would increase their creativeness. Differently from German followers' expectations, research findings show that in addition to what's mentioned above, followers from Turkey's description of an ideal leader include being ambitious and dominant.

3. What is innovation and its relationship with leadership?

Innovation, in a simple explanation and a wider sense, is the act of creating a new idea, a new method, or a new product. However, when looking at what innovation means for the business world is slightly different. For the business world, innovation is inventing something new (an idea, a method, a product, a service etc.) that has an economic value. When looking at the successful innovations in the business world, it is found that the success of innovation is deeply connected with having a strong and promising organizational vision and having motivated employees. As leadership directly affects the motivation and creativeness of the employees and as it has a great influence on creating an organizational vision and keep employees focused on the common vision, it is deeply connected with the innovation and the success of the innovations. An organization that wants to have a successful innovation process and a competitive advantage in its market, must have a leader who is the right fit for their organization and who is creative, open-minded, inspiring, encouraging, and motivating.

4. Which leadership styles and characteristics are more suitable when it comes to leading innovations in Turkey and Germany?

As the followers are one of the most important factors for the success of innovation, suitable leadership styles and characteristics depend on the followers' idea of an ideal leader for leading innovation. As described in the answer to the second research question, two followers' groups (followers from Germany and followers from Turkey) have the same expectations from their leaders on leading innovations.

Therefore, the suitable characteristics and behaviours are:

- Charismatic role model appearance,
- Being able to create a future vision,
- Being focused on the common vision,
- Clear communication of tasks and responsibilities,
- Giving feedbacks and rewarding followers,
- Open to discussions,
- Selfless, creative, encouraging, reliable, visionary, and inspiring.

As mentioned in the second question: in addition to the mentioned characteristics and behaviours above, Turkish followers also expect a leader to be dominant and ambitious.

When it comes to the leadership styles; according to the research findings and above-described characteristics and behaviours; charismatic, transformational, and participative leadership styles are suitable with added behaviour of rewarding followers for leading innovations both in Germany and in Turkey.

5.1 Reliability and Validity of the Research

In this thesis, the information is gathered from the previous studies and research and it also includes the primary data that is taken from the questionnaires. Subject related books, journals, articles, and websites have been reviewed and necessary information was gathered from those sources to create the theoretical framework of this study. Continuously, the questionnaires were prepared with the information that was combined from the theoretical sources and every question had content that tests the theoretical knowledge that had been described in the theoretical framework of this research.

As the validity of research is concerned with the accuracy and truthfulness of scientific findings, every source, that has been used, was an academic source and the sources had a variety of publishing dates from the 1950s to 2021 because some of the older sources are still being adopted by the businesses and some are the origin of the newly created methods. Different theories and findings had been included in this research to prevent bias ideas and making this research one-theory research. (Brink 1993)

As the reliability of research is concerned with the consistency, stability and repeatability of the data and the researcher's ability to record data accurately, during the empirical part of the study, questionnaires were sent to the respondents in the same conditions and format. To decrease the chances of misunderstandings, the questionnaires were translated to Turkish for the Turkish respondents as most of them were not confident to answer questions in English. (Golafshani 2003)

Based on the mentioned factors above, conducted research and findings are reliable and valid. However, since the research samples were lower than expected (100 respondents were expected to answer the questionnaires and, only 40 respondents answered the questionnaires), an empirical study done with a higher number of respondents can be more insightful.

5.2   Suggestions for Future Development and Studies

Germany and Turkey are two countries that are deeply connected since nearly 3 million Turkish people live in Germany and since the two countries have lots of business connections. For that reason, wider research on the subject of ''leadership and innovation'' is necessary for any leaders or leaders to be in these countries to understand and adapt to differences between these countries.

This research did not include the factors that are creating the differences between the leaders from Turkey and Germany while leading innovations, instead it was only focused to point out the differences. Therefore, research on the reasons for the differences can be conducted to have a better understanding of why there are differences in these leaders' way of leading while the followers both from Germany and Turkey are demanding the same behaviours and characteristics from their leaders while leading innovations.

Additionally, as suggested in the chapter ''Reliability and Validity of the Research'' the same study can be done with a wider sample number to test the reliability and validity of the research results that were driven from the empirical study since the respondent number of this research was less than expected.

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APPENDIX

APPENDIX 1

Questionnaire for Leaders

Occupation:

Institution:

1. I work in
   a. Turkey   b. Germany

2. I am a
   a. Team Leader
   b. Supervisory/Operative (First Line) Manager
   c. Executive (Middle) Manager
   d. Administrative/Managerial (Top) Manager

3. Choose from a scale of 1 to 5 where 1=absolutely not, 5=absolutely yes.

While leading innovations:

- I like to appear as a role model to my followers. 1   2   3   4   5
- It is highly important for me to create a promising future vision. 1   2   3   4   5
- I am mostly focused on the status quo. 1   2   3   4   5

- Instead of self-interest, I am focused on a common vision. 1   2   3   4   5
- I always seek new ideas to improve organizational structure. 1   2   3   4   5
- I am a proactive leader. 1   2   3   4   5

- I prefer to reward followers for completed tasks. 1   2   3   4   5
- I closely monitor and give feedback to followers. 1   2   3   4   5
- I am mostly focused on goal setting. 1   2   3   4   5

- I like to clearly define what is expected from my followers. 1   2   3   4   5
- I am mostly task-oriented as a leader. 1   2   3   4   5

APPENDIX 2

Questionnaire for Followers

Occupation:

Institution:

1. I work in
   a. Turkey   b. Germany

2. Choose from a scale of 1 to 5 where 1=absolutely not, 5=absolutely yes.

- When I have a role model at work, I feel more motivated to work. 1   2   3   4   5
- When there is a clear future vision, I feel more motivated to work. 1   2   3   4   5
- I enjoy being focused on the status quo. 1   2   3   4   5
- I feel more motivated when there is a common vision. 1   2   3   4   5
- I feel more confident to share my ideas when I receive immediate feedback. 1   2   3   4   5
- I feel more creative when I have an enviroment to discuss ideas with people 1   2   3   4   5
- When I know I'd receive a reward, I feel more motivated to be creative. 1   2   3   4   5
- When I have clear responsibilities, I am more motivated. 1   2   3   4   5
- I don't feel creative when I work in a task oriented team. 1   2   3   4   5
- If my leader is encouraging, I feel more motivated to work on new things. 1   2   3   4   5
- When I share some of the leader's responsibilities, I am more motivated to contribute. 1   2   3   4   5
- I don't think I need a leader when I work on innovation. 1   2   3   4   5
- When working in a team, it is easier to discuss ideas without a leader. 1   2   3   4   5
- I don't think leaders affect the performance of employees/followers. 1   2   3   4   5