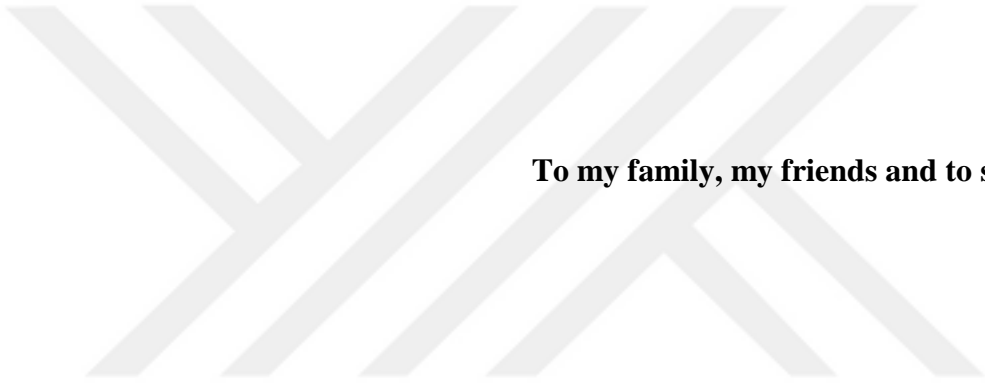**GENDER DIFFERENCES IN COMMUNICATION INCOMPETENCIES PERCEPTIONS: A SEMANTIC NETWORK ANALYSIS ON LEADER MANAGERS**

**A THESIS SUBMITTED TO
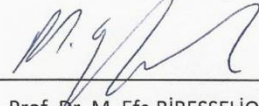THE GRADUATE SCHOOL OF
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MAY 2019

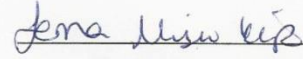**To my family, my friends and to squirrels…**

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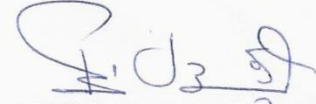
I certify that this thesis satisfies all the requirements as a thesis for the degree of Master of Arts.

Assoc. Prof. Dr. Sema MİSÇİ KİP

Head of Departmant

This is to certify that we have read this thesis and that in our opinion it is fully adequate, in scope and quality; as a thesis for the degree of Master of Arts.

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ABSTRACT

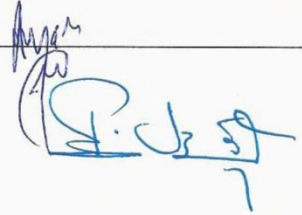**GENDER DIFFERENCES IN COMMUNICATION INCOMPETENCIES PERCEPTIONS: A SEMANTIC NETWORK ANALYSIS ON LEADER MANAGERS**

Karaman, Belce

Marketing Communication and Public Relations

Supervisor: Prof. Dr. Ebru Uzunoğlu

May 2019

The main purpose of this study has been to examine the factors of gender differences in communication incompetencies from the view of leader management.

In this study, all concepts which affect the internal communication concept, and internal communication have been handled and examined in detail. The aim, models, channels and types of internal communication have been examined. Leadership managements and leadership styles that have been a part of internal communication and different point of views of genders for leadership styles on internal communication have been mentioned. In addition to this, sub-dimensions such as job satisfaction, which has been another part of internal communication, have been also discussed.

In this study, literature review, articles, thesis and books have been used. A literature review has been carried out on domestic and foreign sources.

In the light of the information obtained during the study period, it is concluded that from the view of male and female employees, the elements such as leadership, leader managers' communication, job satisfaction and motivation have been different from each other.

Keywords: communication incompetence, employees' communication expectations, leader-manager, gender (dis)similarities, semantic network analysis

ÖZET

İLETİŞİM YETERSİZLİĞİ ALGISINDA CİNSİYET FARKLARI: LİDER YÖNETİCİLER ÜZERİNE SEMANTİK AĞ ANALİZİ

Karaman, Belce

Pazarlama İletişimi ve Halkla İlişkiler

Tez Yöneticisi: Prof. Dr. Ebru Uzunoğlu

Mayıs 2019

Bu çalışmanın temel amacı, iletişim yetersizliklerinde cinsiyet farklılıklarının faktörlerini lider yönetimi açısından incelemektir.

Bu çalışmada, kurum içi iletişim kavramını ve kurum iç iletişimi etkileyen tüm kavramlar ele alınmış ve ayrıntılı bir şekilde incelenmiştir. Amaç, modeller, kanallar ve kurum içi iletişim türleri incelenmiştir. Kurum içi iletişimin bir parçası olan liderlik yönetimi, liderlik stilleri ve kurum içi iletişimde liderlik yönetici stilleri için cinsiyetlerin farklı bakış açıları belirtilmiştir. Buna ek olarak, kurum içi iletişimin bir parçası olan iş tatmini gibi alt boyutlar da tartışılmıştır.

Bu çalışmada, literatür taraması, makaleler, tez ve kitaplar kullanılmıştır. Yerli ve yabancı kaynaklar ile ilgili literatür taraması yapılmıştır.

Çalışma süresince elde edilen bilgiler ışığında, kadın ve erkek çalışanlar açısından liderlik, lider yöneticilerin iletişimi, iş tatmini ve motivasyon gibi unsurların birbirinden farklı olduğu sonucuna varılmıştır.

Anahtar Kelimeler: iletişim yetersizliği, çalışanların iletişim beklentileri, lider yönetici, cinsiyet farkları, semantik ağ analizi

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CHAPTER 1

INTRODUCTION

In institutions and organizations, communication have been an important process in organizing human relations between employees and in directing activities effectively. The organization and communication of the employees have been the ones that would reveal their power. Today's working life has been organized by the effective communication networks of people organized as individuals and groups.

In this sense, the concept of communication, in general, has been defined the process of making the meanings common among the individuals who interact. As a requirement of working life, there has been already a natural exchange of information among individuals in the enterprises. The very important point has been that it has been a healthy way of shopping. Therefore, an effective communication system must be established in institutions to achieve corporate goals.

Looking at the importance of corporate communication for institutions, it has been seen that the complexity of the management, technological developments and the conflicts within the organization make the importance of corporate communication more obvious. Because satisfaction has been starting inside and therefore, they must spend time and effort to attract and retain their employees and to satisfy their needs. The efficiency and quality cannot be achieved if communication and human relations have not been improved in an enterprise. The deficiencies of communication or disorders have been preventing good relationships between individuals and leading to a decrease in the motivation of employees. At this point, low motivation has been described as the main reason for inefficiency and poor quality.

However, leadership concepts and leadership styles, which have been another factor affecting internal communication, have also been handled. Leadership and leadership approaches are some of the basic subjects in management science. In this study, the main characteristics of leadership and leader have been explained. First of all, issues related to leadership characteristics, behavioral approach and situational approach have been included. After that, modern leadership approaches have been explained. In this context, interactive leadership, transformational leadership, charismatic leadership, strategic leadership and servant leadership characteristics have been explained.

In addition to this, another concept that is very effective in internal communication has been job satisfaction. The material and spiritual relationship between the person working for someone else and the institution they work in has been one of the most important factors affecting work efficiency. The individual who has been satisfied in the material and spiritual sense in the institution has been working at becoming more productive and more contributing to the development of the institution.

The main objective of this research is to answer below two questions;

• What is the semantic structure of managers' communication incompetencies in the eyes of male and female employees?

• To what degrees are male and female perception alike in terms of managers communication incompetencies?

CHAPTER 2
INTERNAL COMMUNICATION

2.1. Definition of Internal Communication

In the simplest sense, communication, which has been the exchange of knowledge, thoughts, and emotions, has been derived from the word "Commun" in Latin. The communication has been to be sharing of knowledge, emotions, and thoughts which have been affecting beliefs, attitudes and behaviors between the two units. According to Fisk (1996), communication has been the social interaction which has been established through messages. The communication which has a dynamic structure with this social interaction has been including a process from source to receiver, from receiver to source. The word of authority in academic meaning is the sum of the behaviors which the majority has been revealing in the same way and the same frequency. Similarly, it has been also possible to see authorities as networks that people have composed communicating with each other (Kabakçı, 2015: 4).

In all community activities, adequate and effective communication has been needed for in the establishment of a specific organization, harmonization of activities and the execution of works.For this reason, continuous exchange of information within and outside the organization have been particular importance.The element that provides the appropriate interaction between individuals in the organization has been internal communication. The internal communication which has been composing an open system that affected from its environment and affecting its environment, has been including tools, purpose and flowing of communication (Tekçam, 2015: 3).

Internal communication has been remaining confidence in organizations that has been generally correlated with success of business. Thomas et al. (2009) had asserted that communication has been playing an essential role in improvement of confidence within an organization. They had revealed that in the relationships of colleagues and supervisors, it is quality, not quantity, of information that best forecasts confidence.However, they had revealed that confidence had been closely associated to perceptions of organizational openness that, in return, predicted employee involvement.In this direction, organizations must be careful in internal communication for to be influenced the organization positively. As indicated in paragraph, particularly communication of supervisor and management have seen very important. More information of internal communication improvement has been to be necessary because of it has been generally a problem point in organizations. It has been stated obstacles

to efficient internal communication executions. These obstacles have been how much information necessary for employee to do, the channels through which it has been conveyed, and how much information has been in return dispatch by most organisational members. According to Robson and Tourish (2005) had asserted that management has been generally undecided to examine their communication executions. This situation has been problematic as if organisations deficiency information onhow well they have been carrying out it becomes properly harder to improve proper action plans (Sadia, 2016: 36).

According to another definition of internal communication has been providingto define, produce and sustain connection which has been providing mutual advantage between the organization and its employee whom its success and failure depends on. The internal communication has been such as process, in which an organization share its information, reveal commitments and manages the changes. The communication which has been essential element in the motivation and performance of employees, has been playing a fundamental role in the competitiveness of the organization. It has been stated that leadership function has been including practice of internal communication. Internal communication has been practiced and altered in the work connection among the members of the organization (Tariszka-Semegine, 2012: 87).

Internal communication has been described in various ways. Internal communication has been defined as an integrated internal communication activity containing all sorts of communications, both formal and informal, which are finding place in all levels of an organization. In addition to this definition, internal communication has been defined as a management of strategic style in which relationships and interactions between a company and its changing partner have been paid attention. In the meantime, four dimension of internal communication have been showing up. These four dimension are, internal project peer communication, internal team peer communication, internal corporate communication and internal line manager communication. At first, internal team peer communication is obtained by way of mutual where staffs interact in a team position in which they may argue team works. Secondarily, internal project peer communication is bilateral process in which employees argue information and issues of project. At third, internal corporate communication is obtained by way of overwhelmingly a unidirectional direction in which the managers of strategic communicate the organizational matters, for instance aims, activities, new improvements, objectives and successes to their staffs. Finally, line communication of management has been successed at actually whole level of the organization. This could for example contain issues

which concern the staffs in terms of stating aims and evalutions from the superior (Broome et al., 2016: 8).

2.2 Purpose and Importance of Internal Communication

The communication is about whole activities of human life. The communication has been a social fact, which has been supplying to share of meanings between individuals or groups. Main purpose of internal communication has been to provide that people are effective on those around them. There is a main purpose under people's communication with each other. The purpose of communication as follow (Doğan, 2016: 15);

- Giving information or getting information,
- Approving for a activity or getting it,
- Confirming or rejecting an image or identity,
- Explaining of follow to obey order or failure to obey order,
- Doing something together
- Deriving any profit,
- Sharing something,
- Exercising influence,
- Getting to know or introducing,
- Taking something or giving,
- Contacting with any reason.

In parallel with social, political, cultural, economic and technological developments, attitude changes towards internal communication in many organizations have been observed.Increased importance of human resources, efforts to maintain internal and external communication activities through effective policies and a number of activities that have been directly or indirectly related to internal communication, particularly on corporate reputation and image concentration, have been among the most important issues that long-term thinkers try to elaborate.Human resources and labor have been considered as the primary production factors in terms of the institutions that have been aware of the importance of the subject.This acceptance has been based on the fact that the qualified labor force should be employed at every stage of the production chain, which has been extending from the design of the production of qualified goods or services to the user.Well-drawn internal communication also has been gaining importance at this point (Akgün, 2015: 5).

The purpose of internal communication has been not only to inform the employees of the corporate policies, but also to strengthen the compliance of the employees with each other and to adopt the corporate culture. The communication had even wrapped up the smallest detail of the institution such as the capillaries in the human body.It has been not right to talk about the corporate culture in institutions where there has no correct and effective communication.Because an employee who cannot comprehend the purpose of existence of the institution, cannot have an awareness of corporate culture (Tekin, 2015: 64).

2.3 Functions of Internal Communication

Internal Communication crews incline to be related in a sort of activities. Precedences will alter from organisation to organisation and will rely on outfaces they face and how internal communication can assistant the organisation be successful. Extensively speaking, plenty of the activities of communication include six general titles that relate to their staffs and organisations objectives (Yeomans and Patrick, 2006: 8):

- Providing the organisation talks its legal responsibilities to meet to staffs.
- Assistanting grand alteration
- Inducing cooperation and a sensation of community in the working place
- Inducing external defending – getting staffs to declare the outside world about the organisation that they work
- Promoting good staffs to stay in organization
- Providing staffs know what is supposed of them and know how to success it.

It has been stated main functions of communication in institutions, as follow (Doğan, 2016: 17);

Function of Control: The communication has been enabling the control by determining the duties, powers and responsibilities.Finding the source of the problem and taking precautions have been possible by communication.

Function of Motivation: Communication has been increasing motivation due to organizational commitment.

Function of Expressing Emotions: Communication has been providing the expression of emotions and satisfying social needs.

Function of Transmitting Information: The Communication has been used to communicate information to be used in decision making.In order to make effective decisions, alternatives and

information have been to be necessary. Communication has been carrying out many functions in institutions.Communication in the organizational context has been carrying out six functions.

Function of Communication's Giving Information: This function has been individual, neutral and descriptive.It has been carrying out the function of ensuring staffs with the information staffs require to do their job effectually.

Function of Editing Communication: This function has been enabling the organization of regulatory policies in the organization or the continuity of the messages.

Function of Communication's Integrative: It has been focusing on the coordination of tasks towards the common goal, the division of labor, the group co-operation or the merging of business units.

Function of Communication's Management: It has been trying to carry out three purpose. Communication has been focusing on what the employee's needs, learning information that would improve them, and developing relationships with employee.

The Persuasive Function of Communication: This is a result of the administrative function.The manager has been trying to do something special to the employee.

Function of Socialization: This function has been meaning integration into networks in the organization. This function has been also stating who should talk to who and who should not talk.

2.4. Internal Communication Models

As defined in advance, communication is the changing of information between diverse groups. This exchange of information certainly needs channels to go through for being commited from a person to another. These channels are entitled channels of communication. There are different styles of communication channels which people utilize when altering information. Several extensive channels are telephone calls, video conferencing, e-mails, face-to-face conversations, meetings, bulletins, web-based tools, memos and documents. It is further stated that videoconferencing, face-to-face, e-mails and telephone calls ensure a larger realistic sense of exact physical comfort of the person communicating information. The selection of communication channels only relies on the humor or characteristics of an assignment. It intends that channels are more proper in several conditions and less proper in others. In addition to this, the more proper a channel is to the nature of the assignment, the more efficient the information will be communicated. The information itself will also be less unceratin if conducted through an appropriate channel. This is significant other current research states how employees in

organizations sometimes utilize integrations of communication channels, either in the main time or in a part, in order to finish a changing of information to different team. It is propoesed that staffs do this in consequence of rules or routines in diverse organizations (Broome et al., 2016: 9).

2.5. Factors Affecting Internal Communication

The impact model of internal communication was revealed by Armbrecht (1992). These models; first level – communication, second level – information, third level – motivation, fourth level – integration, fifth level – identification. The starting point of this is communication that is the necessary for the individual to criticize oneself its internal surrounding. The communication allows the flux and changing of as information which create from the organization. The staff is prompted by the information achieved with the entity of the information an it allows him/her to move upper in the hierarchy; to integration and identification. In general, managers state running communication with internal communication, this way communication with the staff is made just in sessions, workshops and reports. The exact or partial deficiency of internal communication presumes the next opposit impacts (Tariszka-Semegine, 2012: 94):

- Losing reliance for managers
- Low-level of identification
- Upper level of fluctuation
- Extented of informal communication

2.6. Channels of Internal Communication

Internal communication channels should be used effectively to be holded minimizing the conflicts that may occur from time to time within the organization, to be holded maximum level of motivation and efficiency, to be provided a business environment based on being innovative, positive competition, respect and trust and to be created a sense of organizational commitment (Tekçam, 2015: 4).

Several communication channels can be used to communicate internally within an organisation. These channels commonly used: written, oral and electronic (Zheng, 2009: 23):

- **Written Channels;** The advances with the written channel are that the reader can return to the knowledge all over if required and that these techniques can attain the purchaser in diverse areas. Threat for misreading is also reduced if the materials are written exactly.

- **Oral Channels;** This is a basic required for the constant improvement at a workin place in consequence of the mutual effect owing to speech. Högström et al. (1999), state that a meeting is the most powerfull accurate channel of communication. Oral channel of communication presents the staffs the chance of getting information and argument.

- **Electronic Channels;** Electronic communication can in most of ways help a firm for that it enables to quickly process knowledge. In addition to this, it presents staffs momentary input to precious information required in their daily assignments. For information technology to be helpful, the systems have to be clearly reachable and simple to use.

2.7. Types of Internal Communication

Relations between employees in the organization must be regular.How and by which tools of communication these relationships have been carried out, have been very important.Verbal, non-verbal, written and visual communication tools can be used between departments of institutions to provide flow of information.When selecting the means of communication to be used in institutions, it should be given importance to be a tool that facilitates and accelerates the transmission of information between individuals or units, and communicates in a comprehensible manner without changing the form and content of the message (Karcıoğlu, Timuroğlu and Çınar, 2009: 66).

CHAPTER 3
LEADER COMMUNICATION

3.1 Definition of Leader and Leadership

A leader is a person who innervates people under a condition, time and circumstances to achive cooperation objectives, transmits their experiences and makes members of the organization satisfied with the management. Leadership has been considered as a process of influencing group activities in the realization of organizational goals.In another sense, leadership has been explained as an effort to achieve the members who have organized for a specific purpose in order to achieve the goals. A leader should look to the future with hope and optimism, take risks when necessary, trust in her/his subordinates, analyze the environment well, reveal her/his purposes and standards, create an environment in which he/she can freely act her/his subordinates and especially leader must be capable of leadership rather than characteristic of managing (Önen and Kanayran, 2015: 45).

Leadership communication has been described as encouraging and inspiring person or a group by systematical and significant dividing of information by using excellent communication abilities. Leadership communication has been explained a complex commit which start from improving strategy for communicating, writing exactly and after that speaking efficiently to inspect hard conditions. Leadership communication has three grand courses: Corporate, Managerial, and Core. With an rising in portfolio of leader there has been a neccessary to extemporise communication abilities to control major scope and to be much more efficient whole possible conditions. Thus, confussion has been increasing with an improvement in the leadership's level (Luthra and Dahiya, 2015: 44).

One of the most important roles of a leader is to communicate with other people. Administrators have been providing to communicate between employees and employees of senior management. The communication networks in organizations are systems which connect units of decision-making. The organizational diagram has been also showing the communication channels of the organization as well as the authority and responsibility and order. The effects of the units on each other, being in a harmony and their efficient process have been provided by healty communication that flow from channels of communication. Top-down communication in organizations has been expressing to the flow of information from the upper units to the application units. In top-down communication, there are many channels. The examples can have been given to these; information transfer, oral orders, meetings, written tools and computerized systems (Yiğit, 2002: 20).

A leader has been also described one or more people who selects, trains, equips and effects one or more supporters who have different presents, skills, and abilities and centeres the supporters to the assignment of organization and praticalss inducing the supporters to readily and willingly consume emotional, spiritual, and mental energy in a corporate collocated struggle to succes the organizational assignment and objectives. The leader has been achieving this impact by meanly delivering a prophetical sight of the future in marked periods that spread with the supporters beliefs and values in such a way which the supporters can interpent and understand the future into the current period of time action steps. In this process, the leader givess the prophetical sight in contrast to the current condition of the organization and through the use of understanding, serious considering abilities,perception, and the use of both persuasiving rhetoric and interpersonal communication concluding both active positive speech and listening, simplifies and draws fruther the views and beliefs of the supporters such that the supporters go through uncertainty to openness of compreshion and shared understanding that ensues in effecting the supporters to see and admit the future situation of the organization as a pleasant status value handling personal and legal sources to its success. The leader has been achieving this using ethical means and searching much better of the supporters in the commit of action steps such that the supporters are better off as a conclusion of the interaction with the leader. The leader has been achieving at the same time remark for his/her own self as a leader, as he/she searchs, renovate, increased vitality, personal development and renewal because of interactions between the supporter and leader (Winston and Patterson, 2006: 7).

Yukl (2006:), had described the leadership from a diversity of views, such as the "*traits, behaviors, influence, interaction patterns, rolerelationships, and occupation of an administrative position*". Burns (1978) had stated that leadership has been exercised when individuals "*mobilize institutional, political, psychological and other resources so as to arouse, engage, and satisfy the motives of followers*". Rauch and Behling (1984: p. 46) had described the leadership as "*the process of influencing the activities of an organized group toward goal achievement*". Richards and Engle (1986 apud Yukl, 2010, p. 21) had asserted that leadership is about attitudes of "articulating visions, embodying values, and creating the environment within which things can be accomplished". Yukl and Van Fleet (1992) had described the leadership such as a process of effect, involving "*effecting the task objectives and strategies of a group or organization, influencing people in the organization to implement the strategies and achieve the objectives, influencing group maintenance and identification, and influencing the culture of organization*" (Men, 2012: 68).

It is not hard to discover samples where weak leadership communication has undermined confidence within organisations: the business pages of newspapers frequently statement terrible interpretations by senior managers and their effect on their labourforce. In the same manner, leaders who pattern a personal commitment to good communication are often mentioned and celebrated. Communicators are generally included in assisting senior leaders for leading. Most of time, this will mean providing that senior managers' perspectives and layouts are understood. Influential communication requires more than top down communication, providing that messages are received and understood by staffs. Thhus it is valued at investigating two key concepts of leadership which are relate to internal communication (Yeomans and Patrick, 2006:23).

3.2. Modern Leadership Approaches

There are six main types of leadership approaches in literature, in this research they were all analyzed and explained in details.

3.2.1. Interactional Leadership

Interactional leadership has been defined as styles of vertical, dyadic relationships in which a given form leader or superior and a supporter are clearly affected by each other. The style of impact has been designated as vertical with upward and downward as characteristically models of impact. Interactional leadership has been characterized and consists in a social position. A number of theories of leadership and concepts have been improved to investigate interactional leadership and their relationships in regard to a varierity of conclusion factors. Samples of concepts in which interactional leadership has been playing an important role symbolized leader member changing, mentoring and management by objectives. Team leadership is also a social and direct style of leadership such as with interactional leadership. Conversely interactional leadership, leadership of team is designed as lateral and horizontal which includes no clearcut structure. A preliminary approach toward leadership of team is the theory of functional leadership which assumes that different methods of leadership can meantime be effective in teams (Konradt, 2011: 5).

3.2.2. Transformational Leadership

Bass and Avolio (1997) had described concept of transformational leadership as a leadership type that prompts followers by engaging to their forward order requirements and convinsing them to exceed self-interest for the respect of the group or the organization. This

type of leadership reqires composing an emotional devotion between supporters and leaders. Jin (2010) had stated that transformational leadership combines "*empathy, compassion, sensitivity, relationship building, and innovation*". Transformational leaders take a actual concern in the well-being of staffs, magnify a climate of confidence, raise trust in their followers, and promote individual improvement. As a result of these, transformational leaders generally attach in close interactions with their followers to know and talk to their necessities better. In terms of deciding, transformational leaders search to accredit followers. They are eager to share force and representative important authority to followers to make them less addicted on the leader. Thus, transformational leaders are symbolized by visionary, caring, interactive, passionate, and empowering communication (Men, 2014: 267).

They have been motivating their supporters by engaging to their ethical worths, making them more conscious of the significance and worth of success assignments and achieving shared objectives, and convinsing them to exceed self-interests for the search of the group or the organization. Type of this leadership has been requiring the constitution of anemotional connection between supporters and leaders. Acting as a role models, transformational leaders can set in motion powerful supporter senses and identification with the leader. This transformational leaders have been paying attention in the well-being of their personels (Men, 2012: 71).

3.2.3. Charismatic Leadership

The concept of charisma had been used by Max Weber as a "sacred special power" in the sense of "ability to perform miracles" or yet predicting future events and it had been brought from theology to sociology. Weber had described the concept of charisma as a fact that the leader influences his/her followers based on his/her extraordinary abilities, rather than the traditional and legal authority.In this context, charismatic leadership has a high personal power.Followers has been identifying with the charismatic leader's personality and trusting them in high level.The charismatic leader revives, represents and inspires the ideas of the followers.In this context, Weber's charisma concept has been seen to consist of five basic components. These have been given as follow (Bektaş, 2016: 47):

- A person with extraordinary abilities (leader),
- Social crisis,
- The ability to produce radical solutions in crisis,

- Acceptance of followers and
- The continuous success of the person's extraordinary ability.

However charismatic leaders have been exhibiting the confidence of their status and abilities. Their self-confidence are high level and they have been creating a clear image of themselves in the public opinion.Even if they fail, they never reflect it.They have superiority in interpersonal conflict and have superiority in interpersonal conflict.Charismatic leaders have been considered as major players of leadership scene. They can have been developing extraordinary solutions to extraordinary problems and situations (Alkın, 2006: 100).

3.2.4. Strategic Leadership

Strategic leadership have been focusing on people who have been taking full responsibility of the organization. It has been including not only the title-holder leaders of the organization, but also teams of senior management, the dominant coalitions within the organization, members of the board of directors and general managers of the department. Strategic leadership in organizations has been distributed among different people who have been responsible for creating the future of the enterprise. The senior management teams particularly have been playing an important roleThe senior management teams have been consisting of small groups of managers (3 to 10 people). The global economy and today's new competitive structure have been making essential to be created by the senior management teams for strategic leadership practices. In this point, the senior management teams should create a particularly heterogeneous group and members of senior management team should have different knowledge and skills (Uğurluoğlu and Çelik, 2009: 125).

3.2.5. Servant Leadership

The servant leadership had been first brought in literature by Robert Greenleaf in the early 1970s. The first and only priority of this type of leadership has been that it serves its followers. In this context, the servant leader has been giving priority to their followers on the wishes and needs of her/his followers. With this thought, servant leaders have not seeking fame, power and any personal purpose.The servant leader has been considering how his/her decisions would affect her/his followers and has been acting susceptible. This type of leadership has not been a method that is forced from outside, but it has been a result of a feeling coming from

within the leader.The features that have been consisting the servant leadership are as follow (Bektaş, 2016: 49):

- Listening to followers,
- Emphaty,
- To enhance the conditions,
- To aware of everything
- To convince the followers,
- Being susceptible,
- To conceptualise,
- Responsibilty and development,
- Serve and focused on followers.

In addition to the servant leadership model offered by Greenleaf, Patterson (2003) and Waddell (2006) also have been presenting the servant leadership models.In both models, the main elements of the process has been explained.

3.3. Leadership Communication

Leadership communication is the controlled, intentional transference of sense by which leaders effect a group, single person, an organization, or a society. Leadership communication utilizes the whole sort of communication abilities and sources to accomplish attempts and to compose and transfer messages that motivate, guide, direct, or infuse others to action. Leadership communication occurs of staged, widening abilities from essence strategy improvement and influential writing and talking to the use of these abilities in more complicated organizational conditions. As the manager's sight and control widen, he or she will need to develope the essence communication abilities to be influent in the major, more complicate organizational conditions. Leadership communication occurs of three main titles; core, corporate and managerial. The above in an organization a manager acts, the more complicated his or her communication requests become. The essence communication skill sybolized in the focus of the structure of work below enlarges to the managerial communication ring and then upwards to the communication capacities contained at the wide corporate communication ring (Barrett, 2006: 389).

3.4. Leader Vs. Manager

Differences and similarities between Leader and manager subject are very popular in the fields to discuss since Abraham Zaleznik started this debate in 1977. Since that time, kind of researches are investigating why are they different from each other? If they are different, what are the key points to differentiate them from each other? Are there any similarities in common? These are the questions that will be explained and answered in this research. Leadership with management is very easy to confuse each other. However, the leader-manager topic is also very important and extensively discussed and researched.

For this research, the idea of leader-manager has been taken into consideration and accepted. In twenty-first century, all the managers need to have some specific features of leaders to conduct their followers while all the leaders need to have some privileged features that leaders must manage their tasks in the organization.

There are plenty of leader definitions in the literature such as **"Leader" is;** a person who manages the works that other people do, (Zaleznik, 1998). He inspires and backs up their followers, (Bennis 1989), leadership is not about the present, about future, (Sarros, 1992). For a common objective, manages the activities of the group, (Hemphill and Coons, 1957). He has a vision for future, (Weathersby 1999). He shows and successfully changed the reality of others, (Smircich, and L. Morgan, G. (1982). He generally rules the dramatic changes and novelties, (DuBrin, 1995). He wants to create a mutual vision, (Weathersby 1999). He has a special know-how and personal attributes, which is better than others in a given situation, (Ram Charan, 2008).

There are also excessively manager definitions in the literature such as **"Manager" is;** a person who motivates and rewards his employees to do work more, (Levitt 1976, cited in Zaleznik, 1998). He needs to tell people what to do, (Bennis 1989). Managers is not about the future, about present, (Sarros, 1992). "He is the most expensive resource of a company, but also the most important, because thanks to the managerial system the objectives of the organizations are achieved", (Drucker, 1954, p.109). Covey et al. (1994) agreed with that he works within the paradigms and systems. Leading is a main job of a manager, but he also must plan, organize and control, (DuBrin, 2012). He is the responsible person for performance of one or more people attached in the organization, (Zaleznik, A., 2008).

As clearly, there are so many opinions about their definitions and meanings. For a summarize meanings of both notions, we can say that leaders are people who teach and improve more

conceptual skills and human abilities at the organizations, (Oltean, 2016). And Leaders are related to changes, inspirations, influence and motivation itself to affect his followers, (DuBrin, 2012).

After the part of definitions, the differences and similarities between leadership and management were also examined and searched. Some research results defend that there is clearly much more difference between these two notions while some of them agree that there is not a big difference, they include each other, and they are fostering themselves.

From the perspective of this research and our methodology, these words can be used interchangeably, both in theory and in practice. In one way that we mentioned above, management is initially applied to purposes, stability regulations occur thanks to this, the manager prepares and teaches, in another way leadership applies not only to objects, mainly to people, since it motivates to change, but they also want to see their goals achieved together. Therefore, there is a balance that cannot be unseen between leadership – management. For this reason, to make this balance stable and applicable, the manager-leader concept is highly needed. Effective management – leadership and good manager-leader have a positive influence to transform organizations. It brings support and benefits to people's daily work life, (Oltean, 2016).

Conversely, as mentioned above, there is plenty of researches that agrees on the strict difference between these two terms. Dimitru, Motoi and Budică (2015) prepared a meta-analysis, as *"What kind of leader is a manager?" 1, 50-60, 2015*. This paper mentions about they have two different types of tasks which are problem-solving (tasks' fulfillment) and social functions (of group creation and maintenance). The manager is focusing on problem-solving at first and secondly on social functions, while the leader concentrates on group creation and maintenance firstly, then secondly on tasks' fulfillment. Managers are focusing on whether the job is done or not, leaders are oriented with the people who get the job done. In addition, Peters and Austin (1985) defend that the leaders do the job right, managers are these people who do the jobs how they should be, both parts are fundamental but highly different.

The main difference that they are mainly discussing between leadership and management is the meaning of leadership is more imaginative and perspective, but the management is about more actional and present. If we try to overlap these concepts and think as a part of each other, one of them will lose its specific features. (Zlate, 2004). Even though they have nearly the same qualities and skills in total, they must use it in different proportions. From the managers'

perspective, the operational skills and abilities are paramount, whereas, to be a leader, the personality skills are predominant. (Tohatan, 2008; Vasile and Grabara, 2014; Liu, 2015).

In the meta-analysis from Dimitru et al.,(2015), the ideal and real situations are described clearly.

> *"-ideal – when the same person should be able to carry out completely and at the best the functions of leadership, but also those of the manager;*
>
> *-real – when a person is mainly concerned with leadership activities or has the qualities of a leader rather than those specific to a manager, or vice versa."*

Leader	Manager
Visionary	Rational
Passionate	Businesslike
Creative	Persistent
Inspiring	Tough-minded
Innovative	Analytical
Imaginative	Deliberative
Experimental	Authoritative
Warm and Radiant	Cool and reserved
Initiator	Implementer
Acts as a coach, consultant, teacher	Acts as a boss
Does the right things	Does things right
Inspries through great ideas	Commands through position
Knows results are achieved through people	Focuses on results
Focuses on unplifting ideas	Focuses on plumbing

Table 3.1: Leaders versus Managers (Source: Capowski, 1997)

If back to the assumption of the common points views, above Table 1-1 cited from the book *"Leadership: Research Findings, Practice, and Skills",* written by Andrew J. DuBrin (DuBrin, 2012:, p.5) presents stereotypes between leaders and managers. He thinks that most of these stereotypes and differences are exaggerated. Also, John P. Kotter in his book, *"Force for Change: How Leadership Differs from Management",2008,* defends that managers must also know leading, not only managing. In the lack of the leading and managing together, companies have a threat to disappear. DuBrin (1995) also thinks that the leaders are the "heart" of the organizations, while the managers are the "soul".

A very clear point of view from the prominent management theorist Henry Mintzberg (2004, pg.140) who thinks that the difference between leaders and managers should not be overdone;

> *"How would you like to be managed by someone who doesn't lead? That can be awfully dispiriting. Well, then, why would you want to be led by someone who doesn't manager? That can be terribly disengaging; how are such "leaders" to know what is going on?"*

To summarize these, there are lots of discussions and researches about the thinking of together these two concepts as mentioned before. As a result, there are theorists who think that manager and leader are in common and replaceable terms. For instance, Armstrong (2006) declares that to be a privileged manager, you must be a leader supremely. Unlikely, from the other part examples, Zaleznik (1977) highlights the first differences between the concepts, besides that, Kotter (1990) argued the complementarity of the two concepts.

As a conclusion, Labonea Oltean (2016), proposed that as an ideal decision would be the balance between manager and leader. This balance helps not only to make analyze the things carefully before making a decision but also gives the ability to take the initiative of the people to get the job is done, like both in quantity and quality. It can be a new approach as they said, it doesn't matter how it will be called - management of the future of leadership, manager-leader or leader all organizations will need a leader in near future, who is visionary, intuitive and authentic, while he/she also will be rigor, good organizer and well educated professionally.

CHAPTER 4
GENDER DIFFERENCES IN WORKPLACE

'The female is softer in disposition, is more mischievous, less simple, more impulsive and more attentive to the nurture of the young...The fact is, the nature of man is the most rounded off and complete' (Aristotle).

4.1 What is Gender?

In this research, in the first place, we analyze how genders are different from each other in terms of communication. As communication styles, there are several differences between male and female employees in the workplace. This research will summary literature on gender differences in verbal and nonverbal communication.

First, the "gender" concept must be mentioned. In our daily life, gender concept and notion may be unfamiliar or have different senses. Terminology in the literature and identifications that are used in daily life are not the same issue.

The sociologists have mentioned the "sex" (biological differences between men and women) and "gender" (being feminine and being masculine.) notions in the 1970s. Nevertheless, it is usually agreed that these differences are discoverable as a central feature of patriarchy that is a social system in which men have come to be dominant during the relationship between a woman.

Known sociology with other ones is not involved with huge attention to these differences. For example, Marx, Weber, and Durkheim which are important sociologists are not noted for their insights into sex inequality. Durkheim thought of modernity's greater distinction between sex roles as a functional, biologically-based evolution resulting from the progressive forces of a shift to organic solidarity. In other words, discussion in society became complicated and more significant about the differences in bodies and minds between females and males. Then these two sexes made the division of the labor forces as a specialist in their roles to make these forces more effective and build a stronger society. "Weber also saw women's dependent social position as fundamentally determined by the normal superiority of the physical and intellectual energies of the male." Weber cited in Sydie (1987)

Functionalism became more popular with the sociology in the 1950s and early 1960s, this redounded to the sociological perception of differences between female and male as socially built. Before the 1970s, gender notion was not used for sociological usage and before it came mid-century functionalists discussed the differences between sex roles. The assertion would be collected like the sex differences between females and males continue to appear since they promote its functions to have social uniformity.

4.2 Biological and Pyhcological structure of gender

Regarding their biological differences, we must admit that at first, the women and men have some big differences as biological. Everything starts with our brains so the first and the most important biological difference in brain structure between genders.

These differences start at birth with their brain construction which is (male brains) are 10% larger and weightier 11-12% than female brains. Also, their heads are 2% larger. Male's larger muscle mass and larger body size require more neurons to control them. The brain weight is related to body weight partly because it increases with increasing height. (Zaidi, 2010; p.37)

To continue biological differences, the researches show that women have a difference and higher sense of smell and have a bigger limbic system which is a complicated setup of nerves and networks in the brain, includes lots of parts close the edge of the cortex concerned with instinct and mood. It checks the basic feelings (fear, pleasure, anger) and drives (hunger, sex, dominance, care of offspring). Thanks to their larger limbic brain, they tend to reveal their thoughts and feelings than males. Another subject is, due to a larger limbic system, women are more tend to depression with their mentionable hormonal changes.

The next one of the major differences is the area for speech between males and females. There are two important areas in the brain related to speech which is (Broca and Wernicke) significantly larger in female brains.

The structure of physiological differences between females and males is more complex and more negotiable. However, of course there are lots of significant and main differences which will be explained in this research.

Starting with emotions which are the basis and the essentials in our physiology. Male brains are not able to express their emotions like women. They need to use the right hemisphere, but in male brains, language stay in the left part, emotions stay on the right side. However, the female's feelings are in both hemispheres. It helps to explain why the male brain has a hard time expressing its feelings. (Zaidi, 2010; p.41)

According to Zaidi, a female brain is more complex in configuration, however, this links may let a women's brain to work faster than men. The parts responsible for challenge settling and policymaker, in the charge of organizing and regulate emotions, are bigger in female brains.

In human relations, female behaviors are more forthcoming than males since they are more able to use their language and verbal skills, emotional control, carrying the details while they want to build up a relationship. However, it seems that they use these language skills more when they in competition. They do gossip more than men and they are able to manipulate the information more. They also pause more, and they care and offer the gestures more.

On the other way, Hyde mentioned the stereotypes for females and males' emotional reactions such as anger is more admissible for men, and most other emotions (e.g., sadness, fear, happiness) are interpreted more admissible for women. (Hyde, 2013, 384) however, according the results of her research, gender differences in emotional experiences are not big from both children and adults in many cases.

4.3 Differences and similarities

Communication styles between females and males are clearly defined in kinds of research for years. To start with an example by Deborah Tannen and her best-selling book, You Just Don't Understand: Women and Men in Conversation (Tannen, 1991). Tannen has defended that women's and men's ways of communication are widely different from each other especially for linguistic communities. For instance, women are using lots of tag questions and beat around the bush like (It was a good dinner, wasn't it?) or (I am kind of interested in the theater). Eventually, she said that women use more uncertain and questionable speech than men do. (Hyde, 2013, 386).

In extra for their differences in their communication styles which is other-directed and warmer for females, while more dominant and goal-focused for males. However, differences and power effects intervene in different communication styles. As mentioned before, most of the researches reported the main gender difference of employees at the workplace is their language and talking style. Males are more dominant and negative communication way, females have a supportive language style with their coworkers. (Davidson,2006)

As explained above, the difference between male and female brains is the reason they learn, they think, they feel, and they react. As examined in the studies, women are using the area of the brain that doted to sensitive and verbal parts, while men use the areas to devote to mechanical functions. (Zaidi, 2010; p.49) Most of the research shows that female employees

are acting more emotional with their feelings rather than male employees in the workplace. For instance, regarding working experiences, women more likely to prefer to talk about detailed, while males prefer to mention them in general. (Hirschman, 1994). Besides that, there are also slight differences in the language they use daily in their workplace. Males are speaking as "equality and justice", females have the language of "responsibilities, ethics, and no-violence". (Gillian, 1982)

Furthermore, some of the research presents lots of different findings, for instance, men's tendency to dominate groups, however, women's apparent behaviors in conversations with men seem to be due to the difficulty women have in capturing men's undivided attention. (Aries, E., 1987)

Likely the above sentence, there are more research and conclusion for; "males use communication in teams to establish dominance and position while females use it to establish relationships and gain trust." (Furumo and Pearson, 2007, p.47) That research also consists of the difference between in working with a team for male and female employees. The results are showed males had been less capable to rule team works. Also, "trust" is more important for females and more reported than males.

To find another difference point and learn more detailed, the aggression between them is one of the most important points. Females tend to have more indirect aggression which is like gossiping, spreading rumors and so on. However, males are tending to engage more direct aggression like physical (Giudice,2015, p.753).

4.4 Gender Differences in workplace

For our main subject of this research, gender differences in workplace had been searched and examined. This is a fact that genders are affected people's behaviors, attitudes, acts and so on. Especially in workplaces, it affects employees' choices, decisions, and all behaviors. As mentioned before, gender is a certain premise part of our life explained as the relation between women and men. People have beliefs that establishments their patterns and living conditions. They also have their own judgment to like or dislike things happened, and to tell apart their right and wrong ideas. Gender affects all these parts of our daily lives.

The experts have separated the attitudes as feminine and masculine. Expectedly, they may separate these groups like emotional, group-oriented and harmonious workplace as feminine.

While, analytical, hierarchical and high conflict workplaces as masculine. (Fapohunda, 2013, 53)

According to Sousa-Poza and Sousa-Poza (2000), job satisfaction is one of the important differences between female and male employees with fostering motivational functions at the workplace. In the same environment, although they found that female employees have bigger job satisfaction, they have a lower commitment as compared to men. With these different perspectives of two genders, they are not able to respond in the same way to opportunities, bonuses, and rewards, etc. they think as remarkably different on what is important and 'motivating' and 'demotivating' for an effective job result.

As a supportive idea for the mentioned outcome, Hambrick (2009) found that compared to women who have more emotional perspectives in every stage of life, men care more 'instrumental values' which are basic salary and bonuses. However, women put emphasis on the softer-issues which are inter-personal relationships at the workplace, considerate manner by the leader.

Female and male employees' perspective on the competition is one of the most important discussion points in literature. Basically, men profiles seem to more coherent for competition environments in the workplaces, however, both men and women can be motivated with good competition which is both healthy and friendly. And the key point is this kind of competition is great management. If this competition is run successfully, it can motivate both genders. Kokemuller (2011). To support the competition, the behaviors in peer relations must be norms of caring and equality. They don't support superiority and overt competition. (Giudice, 2015, p.753)

In the twenty-first century, teamwork is also an important point in workplaces since individualism is not supported any more in business life. Projects must be shared to increase productivity, profitability, and quality. In the research, (Fapohunda,2013) teamwork results are completely different between female and male employees. Women give more value to teamwork and build a relationship with colleagues, while men prefer autonomy at work like an earlier study conducted in 2004 by North-Western Institute of Policy Research, USA.

Teamwork subject is also related to friendships at work, but the results have some differences like it is more strongly suitable for job satisfaction for men. However, male employees see as a functional asset for their career while females have a perspective of emotional and social support for friendship at the workplace. Relationship at the workplaces for males with each

other are generally competitive and are less likely to involve the sharing of personal feelings (Odden and Sias, 1997; Wood and Inman, 1993)

It is the reason for this, the point of view of females is more complex and less focused on common activities than male co-workers. Since they characterized this friendship as emotional support, if the group settings have both genders when there is teamwork, males show behavior with more task-oriented and lower levels of social-emotional behavior, like expected from previous researches. (d 0.59 and 0.59 in the meta-analysis ¼" by Carli, 1982). This pattern continues with the women employees have more levels of agreeableness and fewer levels of dominance and assertiveness. (Giudice, 2015, p.753)

Furthermore, to have feedback motivates both the genders, but women are acting more positive with the regular acknowledgments. Saunderson (2008) states that women accept to get both verbal and written feedback about their jobs more often than men. In meanwhile, the researches have shown that women have attached and react to negative feedbacks more than men. (Roberts and Nolen Hoeksama 1989, 1994).

CHAPTER 5

LEADERSHIP COMMUNICATION COMPETENCE

It can be clearly seen that in the literature there is a lot of sources to understand what communication competence for leader managers is and how we can measure competency level when they communicate with their employees. However, it is a fact that there is a big gap to understand the incompetence of their communication. Most of the researches have been investigating the competence level of communication instead of incompetence. There are also some cases but not enough to understand the picture. For this reason, in this research, the survey questions were asked to search how employees have a point of view about negative ways of communication.

It is also searching that; positive meaning of a notion carries less information than the negative meanings. (Garcia, 2012). He argued that the positive words are searching more often, then the negative ones carry more information because of their rareness. As explained before, to get more information from the employees about their leader managers, the questions were asked as "communication incompetence". Besides, to fill the gap in this area, the subject of this research has also chosen as "communication incompetence". This makes it rare and valuable for literature.

As mentioned above, there are lots of researches from this area about leadership communication, for instance, Duncan (2009) "Leadership and Communication: Improving Leadership and Communication Skills for Municipal Managers and Supervisors", in this study, it had been aimed to investigate that two basic areas of leader managers and communication. This study has given instructions to show a way to these municipal leader managers to improve their skills in leadership and communication. As a result of findings, it had presented by focusing on the core features of leadership and communication for these municipal leader managers, they should develop those skills which are vital in workplace conformity and morale.

In another case in Turkey, Şahin(2010), "İlköğretim Okulu Yöneticilerinin Kişiler Arası İletişim Becerileri Ve Çatişma Yönetimi Stratejileri Arasindaki İlişki", the research had been applied 90 leader managers and 486 teachers in the government schools in Turkey, at the end of this research, between the result of their conflict management strategies and their skills about communication competence from their point were related and meaningful with a positive way.

With a different case in also from Turkey about communication competence, "Etkili İletişim: Anlatabilmek Ve Anlayabilmek" (Uzuntaş, 2013) we understand how important communication competence is. In this paper, she discussed that having knowledge of effective communication doesn't mean to have communication competence also. An effective communication ability means that expressing himself/herself in his/her professional life as well as to be able to understand.

Erbakan (2010) "Kişisel Değerler- Liderlik Tarzları İlşkisi: Farklı Toplumsal ve Kültürel Ortamlardan Gelen Yöneticilerin Farklılaşması", in this study, it had been aimed that study, food retailer firms' managers are taken as a sample and the relationship between individual values and leadership styles of these managers is put forward by examining individual values and leadership styles of the managers and social factors influential on their individual values. The group of this study had consisted of 245 managers working as assistant manager, department manager, and branch manager. It had been applied to t-Test and regression analysis for determination of study. As a result of findings, the study had shown that self-transcendence, collective work, openness to change values were positively related to transformational leadership, self-transcendence, collective work, conservation values were predictors of relationship-oriented leadership, besides self-enhancement and transactional leadership is positively related variables.

As explained before, there is a big difference between the numbers of sources in the literature about communication competence and incompetence. Unlikely the examples above, Darioly and Schmid Mast, (2011) investigated the effects of an incompetent leader in their paper "Facing an Incompetent Leader: The Effects of a Nonexpert Leader On Subordinates' Perception And Behavior." The research was applied to 80 participants via e-mail first in study 1, then face-to-face in study 2. As a result, employees think that a leader's incompetence is a lack of power.

CHAPTER 6

METHODOLOGY

6.1 An Overview of Results

In the this research, a network analysis was applied to analyze the effects of gender differences on communication incompetencies of leader managers in a private glass company in Turkey. This chapter consists of the theoretical part of this method. This study applied a survey to analyze the social network which internal communication and leadership communication come into existence. Therefore, survey method, network analysis, are explained in this chapter. Also, the softwares used for the analysis – Pajek, SPSS- are explained about sampling and using for the data collection.

6.2 Survey Method

Surveys are seemed is as an easy approach, generally. However, the quality and reality of values are much more important than anything else. In this research, survey method was used for a group of people and some datas had been taken for analysis.

6.3 Social Network Analysis and Semantic Network Analysis

Interpreting the datas in social sciences are required by interpre the symbols and values at first place which are established by the virtue of meanings, definitions and motions. Thus, a remark for necessary to find the relationships between datas (Scott, 2017). Borgatti et al, (2009) "for social scientists, the theory of networks has been a gold mine, yielding explanations for social phenomena in a wide variety of disciplines from psychology to economics."

Semantic network analysis which has a special software for analysis and methods for itself, is called as a new technic for research samples.

6.4 Sampling

A private glass company is selected from İzmir/Turkey. The survey has applied to 308 people in total. For this research, the focus groups are only represantatives, specialists asistances and specialists except from supervisors and managers which are 241 people. There are 134 male, 107 female in these group as a final. The results are coming from the matched male and female

views as only the "Power" perspective according to Schwartz values. According to (Schwartz, 2012: 2), "The theory identifies ten basic personal values that are recognized across cultures and explains where they come from. At the heart of the theory is the idea that values form a circular structure that reflects the motivations each value expresses." In this research, leaders were taken into consideration as managers since the managers are supposed to have leadership behaviors, actions and attitudes.

6.5 Data Collection and Coding Procedure

These questions were asked between February 2019 and March 2019. The main part of the study is four speacial written questions in the company.

These four questions are;

- "During crises, an unsuccessful manager for communication is acting like..." (Question A)
- "In front of other people, an unsuccessful manager for commucation is acting like..." (Question B)
- "When there is a mistake, an unsuccessful manager for commucation is acting like..." (Question C)
- "When something happened better than expected, an unsuccessful manager for commucation is acting like..." (Question D)

Each of these questions had three answers especially. The point was to reach the people deep thoughts about leadership communication when they think carefully.

This is the basic to code units to check all datas via network analysis. When finished the data collection, the coding process starts for the answers of each poeple. The answers were dissoacited as male and female answers for each questions.

After completion of coding the answers of emplooyes were attached to each other without their positions to analyze the dealings between them via program. The link was done like; from first to second value, from second to third value, from first to third value. Data arrangement process is done when links were finished.

6.6 Application and Structure of the Semantic Network Analysis

"Pajek is a program for Windows for analysing and visualizing large networks with some thousands or even millions of vertices. In the Slovene language the word "pajek" means

"spider." " (Batagelj and Mrvar, 1999: 242) This program is using by lots of researcher to analyze their researches with identify meanings and structures.

Semantic meanings of all the answers were analyzed as two different networks for male and female in company. Meanings of terms vertices, line, graph and network is required for easier description of this methodology. "A single-relational network is composed of a set of vertices (i.e. nodes) connectedby a set of edges (i.e. links) which represent relationships of a single type." (Rodriguez and Shinavier, 2010, p.29)

In sociological research nodes("vertices" in this research) are often referred to as 'actors'. Each base value is a vertices in our research paper. They are defined with numbers. "Line" is a tie between two vertices. Terminal points of two vertices create the lines. If they are "directed", they called as arc while if they are "undirected", they would be called as edge. In social network analyses, it is feasable to attach all kinds of social relations. "A semantic network or net is a graph structure for representing knowledge in patterns of interconnected nodes and arcs.." (Sowa, 1987).

CHAPTER 7

FINDINGS AND ANALYSES

7.1 An Overview of Results

This chapter consist of the results of the research and detailed analysis of them. The analysis is finished founded on six different degree dimensions which are valued core, clique, articulation points, Degree, Closeness, and Betweenness.

7.2 Matching Analysis

In this research, as mentioned before, Schwartz scale has been interrogated with the reliability analysis. The result of this analysis is .808 value which is a high ratio of realiability since the maximum value is 1. "A coeffienct of 0.80 for a test of creativity would be judged excellent if other test of the same construct have reliability of 0.60 or less." (Ary et al, 2009, p.249)

Table 7.1 Reliability Analysis for Schwartz's value of power

Case Processing Summary

		N	%
	Valid	210	100.0
Cases	Excluded[a]	0	.0
	Total	210	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.808	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I3	28.743	15.914	.417	.818
I12	29.567	14.419	.614	.768
I25	29.043	12.491	.687	.740
I29	28.886	14.848	.544	.786
I48	29.286	10.770	.746	.721

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
36.381	20.409	4.5177	5

Mann-Whitney Test

In this research, male and female employees were equalized for "power" scale of Scwartz value. Since the Mann-Whitney Test is applied, the data is not normally dispensed. Mann-Whitney is non-parametric test.. Showed as below tables, there is no difference between male and female averages. They are totally same that's why the signifinacy is equal 1. These tables shows that the samples are totally equal each other.

Table 7.2 Mann-Whitney Test of Power scale

Ranks

	B	N	Mean Rank	Sum of Ranks
power	1.0	105	105.50	11077.50
	2.0	105	105.50	11077.50
	Total	210		

	power
Mann-Whitney U	5512.500
Wilcoxon W	11077.500
Z	.000
Asymp. Sig. (2-tailed)	1.000

7.3 Question A male Employee Answers, "Crisis" Question

TABLE 7.3: Semantic Network Analysis of Question A male Answers

	Question A male
Number of vertices (n):	60
Number of lines	207
Number of lines that have value 1	179
Number of lines that have value more than 1	28
Density of the network	0.11500000
Average Degree centrality	6.90000000

Table 7.3 shows only the male Employees answers for Question A . There are 60 vertices which shows all of the male answers. Vertices build 207 lines. 179 of these lines have value 1; 28 of them have value more than 1.

"The network density (also known as line density [35]) is defined as the mean off-diagonal adjacency and is closely related to the mean connectivity." (Horvath and Dong, 2008) Density of male network is 0. 115 which is not a dense network. Only 11.5% of the all possible directed lines is available.

Low density rates are fine since they enrich the research more. Lower density rates demonstrate the variety of all these answers. "The density measures the overall affection among individuals. A density close to 1 indicates that all individuals strongly like each other while a density of 0.5 suggests the presence of more ambiguous relationships." (Horvath and Dong, 2008).

7.3.1 Valued Core Analysis

TABLE 7.4: All Max Valued Core Values (Question A male Network)

	Question A male
Dimension	60
The lowest value	1
The highest value	4

The lowest value is 1 while the biggest value is 4 for this value core levels of Question A male analysis. It means that values of female employees are attached to each other at minimum with 1 line and at maximum with 4 lines.

TABLE 7.5 Frequency Distribution of Cluster Values (Question A male Network)

Cluster	Freq	Freq %	CumFreq	CumFreq%	Representative
1	33	55.000	33	55.000	not sharing information
2	15	25.000	48	80.0000	acting in line with one's interests
3	10	16.6677	58	96.6667	getting angry with everyone
4	2	3.3333	60	100.0000	acting aggressively
Sum	60	100.0000			

According to the table 7.5, 33 of 60 answers are attached with value 1; 15 of them are attached with value 2, 10 of them are attached with value 3, 2 of them are attached with value 4.

Figure 7.1 Valued Core Analysis for Question A Male Network

7.3.2 Clique Analysis

A clique in a graph is a subgraph in which any node is directly connected to any other node of the subgraph.(Otte and Rousseau, 2002, p.443)

TABLE 7.6 Clique Directed (Question A male Network)

	Question A male
Dimension	60
The lowest value	0
The highest value	17

Table 7.6 shows that the highest number of cliques that one answer creates is 17. Put in differently, there are some answers that create 17 cliques in Question A male Network.

TABLE 7.7 Cliques in the Question A male Network

Cluster	Freq	Freq %	CumFreq	CumFreq%	Representative
0	34	56.6667	34	56.6667	acting in line with one's interests
1	8	13.3333	42	70.0000	getting panicked
2	5	8.3333	47	78.3333	not taking care of her/his team
3	1	1.6667	48	80.0000	passing the buck
4	1	1.6667	49	81.6667	keeping slient
6	2	3.3333	51	85.0000	refraining from action
7	3	5.0000	54	90.0000	making people feel panicked
9	2	3.3333	56	93.3333	lying
11	1	1.6667	57	95.0000	not staying calm
14	2	3.3333	59	98.3333	getting angry with everyone
17	1	1.6667	60	100.0000	not behaving responsibly
Sum	60	100.0000			

There are 26 answers that have direct connections with others which also means that they are featured in Question A male network thanks to their connections. 34 of Question A male answers do not create any clique; 8 answers create 1 clique, 5 answers create 2 cliques, 1 answer creates 3 cliques, 1 answer creates 4 cliques, 2 answers creates 6 cliques, 3 answers creates 7 cliques, 2 answers creates 9 cliques, 1 answer creates 11 cliques, 2 answers creates 14 cliques,

1 answer creates 17 cliques. Figure 7.2 shows that the network of this answers that build cliques with others. These answers are also ranked on Table 7.7.

Figure 7.2 Clique Analysis for Question A Male Network

7.3.3 Articulation Points Analysis

"All edges examined during the search are placed on another stack, so that when an articulation point is found the edges of the corresponding biconnected component may be retrieved and placed in an output array." (Hopcroft and Tarjan,1971,p.373)

There is no articulation points in Question A male Network.

7.3.4 Degree Analysis

"Degree centrality is equal to the number of connections that an actor (a node) has with other actors." (Otte and Rousseau, 2002, p.447) It includes consist of "Betweenness", "Closeness" and "Degree".

Table 7.8 shows Degree values of vertex which are listed at the first 20 in Question A male network.

TABLE 7.8 Degrees in Question A male Network

Rank	Vertex	Value	Id
1	4	1.000	getting angry with everyone
2	12	0.7200	acting aggressively
3	32	0.7200	not staying calm
4	20	0.6800	not behaving responsibly
5	19	0.6000	runs away
6	14	0.5600	making people feel panicked
7	10	0.5600	Lying
8	16	0.5200	holding team together
9	11	0.4800	refraining from action
10	40	0.4800	keeping slient
11	1	0.4800	acting in line with one's interests
12	25	0.4400	talking constantly
13	39	0.4400	making people feel stressed
14	17	0.4000	Assaultive
15	27	0.3600	not wanting to cooperate
16	6	0.3600	passing the buck
17	24	0.3600	losing time
18	31	0.3200	not sharing the solution
19	30	0.3200	getting afraid
20	22	0.3200	seeking the guilty one

"getting angry with everyone" is the most important answer in the Question A male network. For this reason "getting angry with everyone" is the most popular answer in Question A male network. Except "acting in line with one's interests", "getting angry with everyone", "acting aggressively", all other answers are not prominent in previous dimensions.

7.3.5 Closeness Analysis

"Another way of studying centrality is using the closeness indicator. This indicator is more general than the previous one, because it takes the tructural position of actors in the whole network into account. A high closeness for an actor means that he or she is related to all others through a small number of paths."(Otte and Rousseau, 2002, p.447)

Top 20 Closeness centrality Degrees of the Question A network is presented on Tables 7.9.

TABLE 7.9 Closeness Degrees in Question A male network

Rank	Vertex	Value	Id
1	4	1.000	getting angry with everyone
2	32	0.9515	not staying calm
3	20	0.9333	not behaving responsibly
4	12	0.9074	acting aggressively
5	10	0.9074	lying
6	16	0.8991	holding team together
7	11	0.8750	refraining from action
8	19	0.8673	runs away
9	40	0.8448	keeping slient
10	14	0.8305	making people feel panicked
11	27	0.8167	not wanting to cooperate
12	25	0.8167	talking constantly
13	9	0.8167	finding excuses
14	1	0.8167	acting in line with one's interests
15	31	0.8033	not sharing the solution
16	30	0.8033	getting afraid
17	39	0.7903	making people feel stressed
18	6	0.7840	passing the buck
19	22	0.7840	seeking the guilty one
20	26	0.7778	slow to respond

Closeness Degrees of the first 20 vertices in Question A male network are not far away from each other. "getting angry with everyone", "not staying calm", and "not behaving responsibly" are the most accessible and pivotal answers given. "talking constantly" is only important answer in this degree. So, lines are going to "talking constantly" are readily attached to other ones.

7.3.6 Betweenness

"Betweenness centrality may be defined loosely as the number of times a node needs a given node to reach another node. Stated otherwise, it is the number of shortest paths that pass through a given node." (Otte and Rousseau, 2002, p.444)

Table 7.10 provides Betweenness Degrees of Question A male networks.

TABLE 7.10 Betweenness Degrees in Question A male Network

Rank	Vertex	Value	Id
1	4	1.000	getting angry with everyone
2	12	0.5145	acting aggressively
3	32	0.5057	not staying calm
4	19	0.3764	runs away
5	1	0.3482	acting in line with one's interests
6	20	0.3150	not behaving responsibly
7	11	0.2916	refraining from action
8	25	0.2740	talking constantly
9	40	0.2624	keeping slient
10	14	0.2405	making people feel panicked
11	10	0.2346	lying
12	16	0.1877	holding team together
13	39	0.1549	making people feel stressed
14	6	0.1172	passing the buck
15	17	0.1155	assaultive
16	51	0.1133	hiding information
17	5	0.0971	putting pressure on employees
18	22	0.0964	seeking the guilty one
19	57	0.0936	obsessed with the reason
20	24	0.0870	losing time

"getting angry with everyone", "acting aggressively" and "not staying calm" have the biggest Betweenness Degrees in the Question A male network.

7.4 Question A female Analysis "Crisis" Question

TABLE 7.11: Semantic Network Analysis Metrics of Question A female Answers

	Question A female
Number of vertices (n):	62
Number of lines	200
Number of lines that have value 1	167
Number of lines that have value more than 1	33
Density of the network	0.10576415
Average Degree centrality	6.45161290

Table 7.11 shows that the fundamental results of the analysis of only the female Employees answers for Question A. There are 62 vertices which symbolize the all of female answers. The vertices build establish 200 lines. 167 of these lines have value 1; 33 of them have value more than 1. Density of female network is 0. 105 which is not a dense network. Only 1.0% of the all possible directed lines is available.

7.4.1 Valued Core Analysis

TABLE 7.12: All Max Valued Core Values (Question A female Network)

	Question A female
Dimension	62
The lowest value	1
The highest value	4

The lowest value is 1 while the biggest value is 4 for this value core levels of Question A female analysis. It means that values of female employees are attached to each other at minimum with 1 line and at maximum with 4 lines.

TABLE 7.13 Frequency Distribution of Cluster Values (Question A female Network)

Cluster	Freq	Freq %	CumFreq	CumFreq%	Representative
1	32	51.6129	32	51.6129	not supporting her/his subordinates
2	23	37.0968	55	88.7097	not supporting her/his team
3	3	4.8387	58	93.5484	making people feel stressed
4	4	6.4516	62	100.0000	hiding information
Sum	62	100.0000			

According to the table 7.13, 32 of 62 answers are attached with value 1; 23 of them are attached with value 2, 3 of them are attached with value 3, 4 of them are attached with value 4.
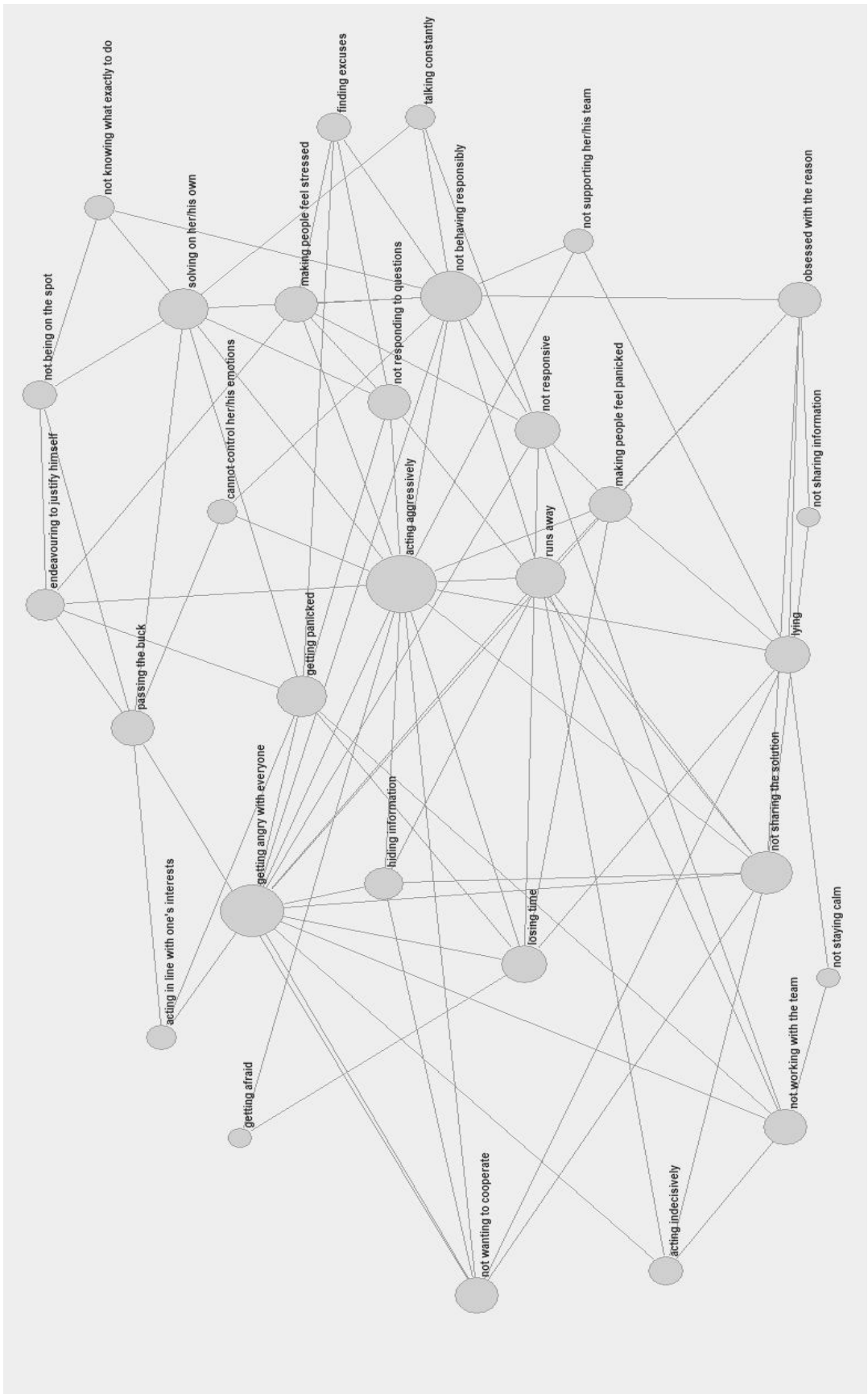
Figure 7.3 Valued Core Analysis for Question A Female Network

7.4.2 Clique Analysis

TABLE 7.14 Clique Directed (Question A female Network)

	Question A female
Dimension	62
The lowest value	0
The highest value	19

Table 7.14 shows that the highest number of cliques that one answer creates is 19. Put in differently, there are some answers that create 19 cliques in Question A female Network.

TABLE 7.15 Cliques in the Question A female Network

Cluster	Freq	Freq %	CumFreq	CumFreq%	Representative
0	37	59.6774	37	59.6774	not supporting her/his subordinates
1	9	14.5161	46	74.1935	lying
2	4	6.4516	50	80.6452	getting panicked
3	2	3.2258	52	83.8710	making people feel panicked
4	3	4.8387	55	88.7097	not wanting to cooperate
5	2	3.2258	57	91.9355	fussing
7	1	1.6129	58	93.5484	hiding information
11	1	1.6129	59	95.1613	acting aggressively
13	2	3.2258	61	98.3871	runs away
19	1	1.6129	62	100.0000	getting angry with everyone
Sum	62	100.0000			

There are 25 answers that have direct attachments with other answers which also means that they are featured in Question A female network. 37 of Question A female answers do not create any clique; 9 answers create 1 clique, 4 answers create 2 cliques, 2 answers creates 3 cliques, 3 answers creates 4 cliques, 2 answers creates 5 cliques, 1 answer creates 7 cliques, 1 answer creates 11 cliques, 2 answers creates 13 cliques, 1 answer creates 19 cliques. Figure 7.4 shows that the network of the answers that build cliques with others. These values are ranked on Table 7.15.

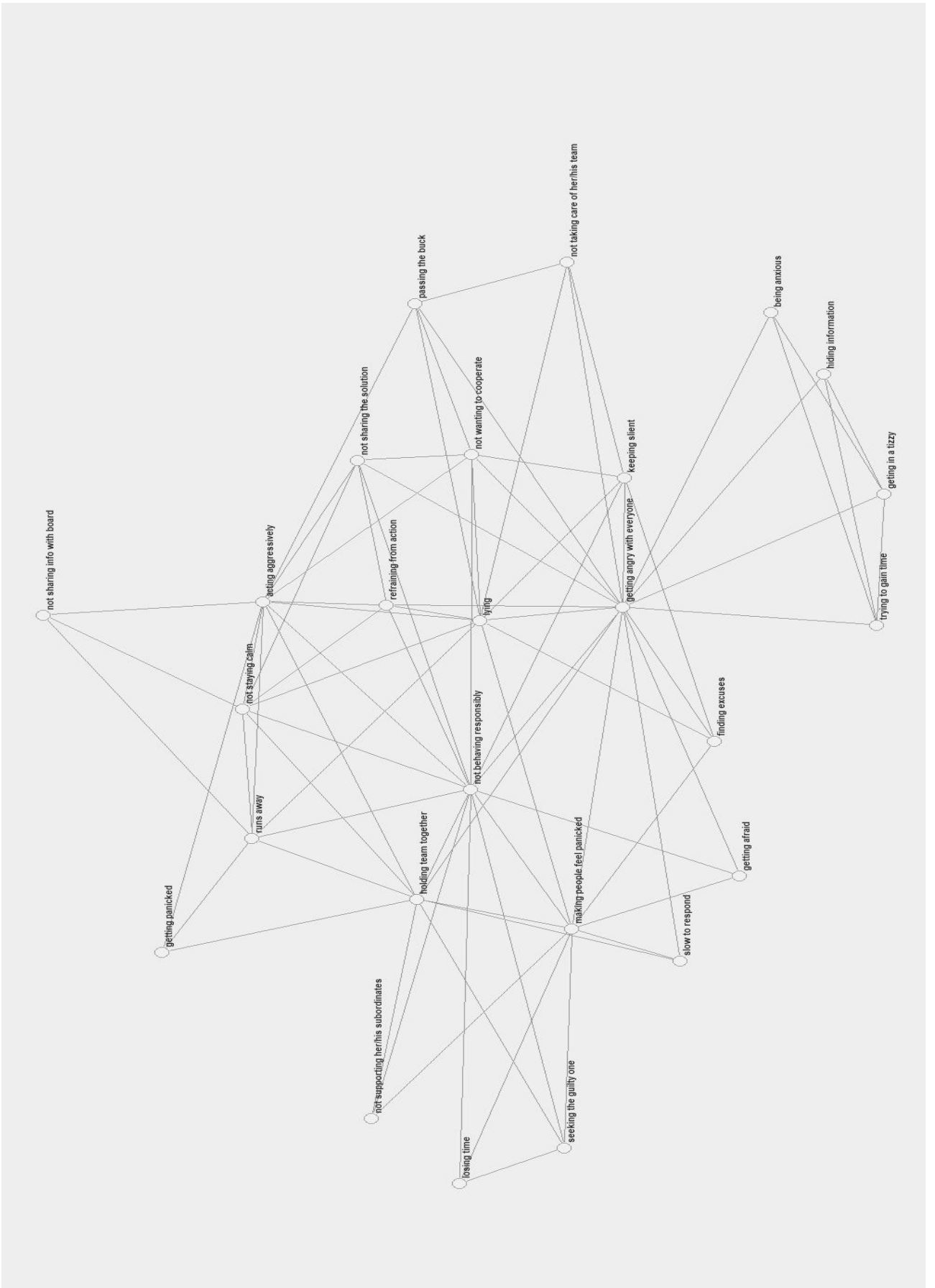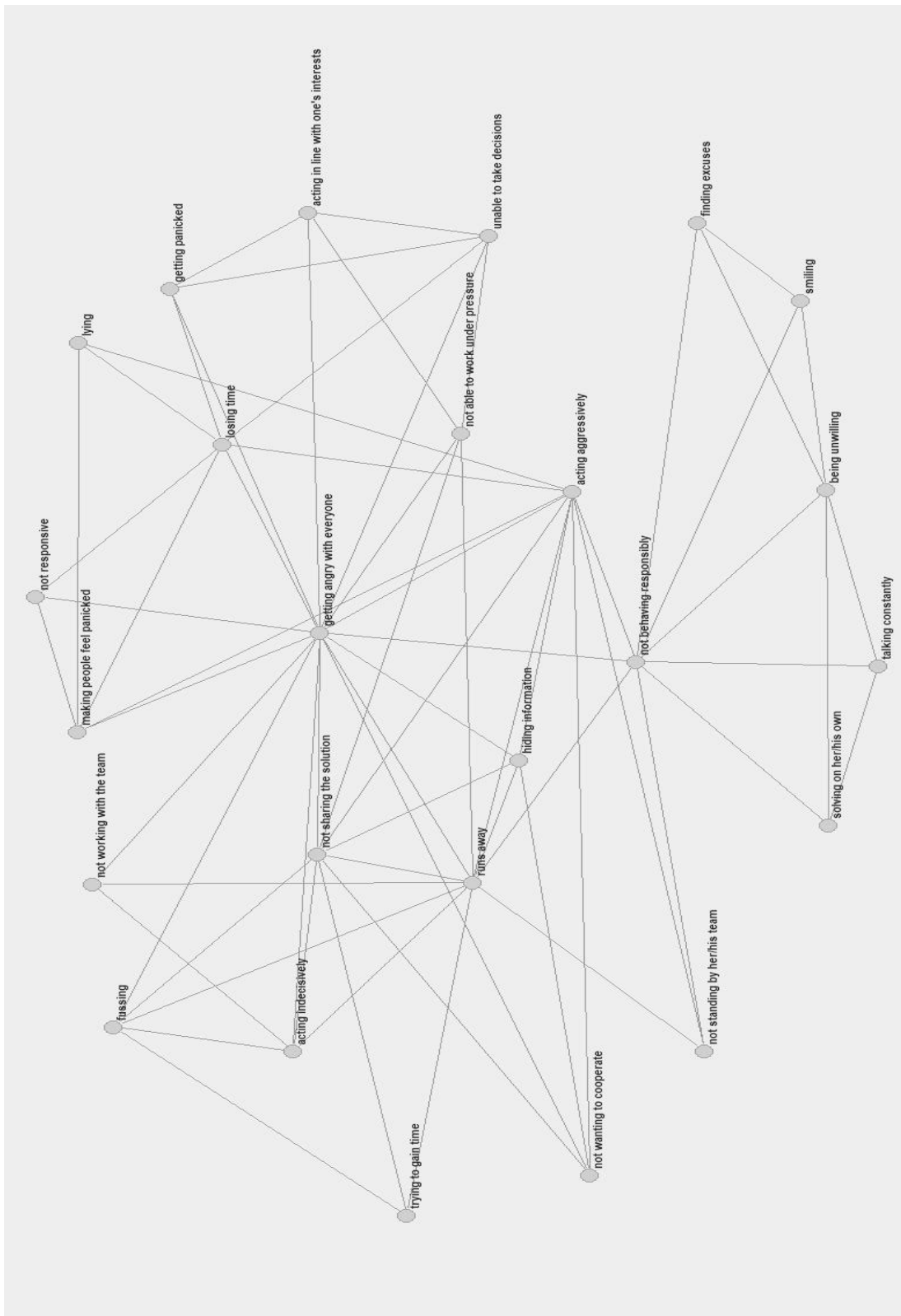*Figure 7.4 Clique Analysis for Question A Female Network*

7.4.3 Articulation Points Analysis

Table 7.16 shows the articulation point values of the Question A female network;

TABLE 7.16 Articulation Points (Question A female Network)

Rank	Vertex	Value	Id
1	52	2.000	not responsive
2	16	2.000	keeping slient

There are only 2 answers that create the descriptor links of the main construction of the Question A female answers. "not responsive" and "keeping silent" are the only ones and have equal articulation points which is 2.

7.4.4 Degree Analysis

Table 6.17 shows Degree values of vertex which are listed at the first 20 in Question A female network.

TABLE 7.17 Degrees in Question A female Network

Rank	Vertex	Value	Id
1	13	1.000	getting angry with everyone
2	35	0.8636	acting aggressively
3	17	0.6818	not behaving responsibly
4	34	0.6364	not sharing the solution
5	10	0.5909	getting panicked
6	12	0.5455	runs away
7	18	0.5455	losing time
8	52	0.5000	not responsive
9	11	0.5000	solving on her/his own
10	4	0.5000	lying
11	42	0.4091	fussing
12	19	0.4091	obsessed with the reason
13	8	0.4091	not securing uniformity in practice
14	16	0.4091	keeping slient
15	29	0.3636	not responding to questions
16	27	0.3636	acting in line with one's interests
17	6	0.3636	making people feel panicked
18	47	0.3636	finding excuses
19	21	0.3636	refraining from action
20	36	0.3636	passing the buck

"getting angry with everyone" is the most important answer in the Question A female network. For this reason "getting angry with everyone" is the most popular answer in Question A female network. "fussing", "getting panicked", "not securing uniformity in practice", "not responding to questions" and "solving on her/his own" are the answers that are clear at first time. They are special answers for female. Therefore, it can be claimed that these answers do not help to keep network as an union, their number of links between other vertices is not too big(except "getting panicked"); but, they are significant due to their attachments that they receive.

7.4.5 Closeness Analysis

Top 20 Closeness centrality Degrees of the Question A female network is presented on Tables 7.18.

TABLE 7.18 Closeness Question A female Network

Rank	Vertex	Value	Id
1	13	1.000	getting angry with everyone
2	35	0.9633	acting aggressively
3	17	0.9292	not behaving responsibly
4	18	0.8750	losing time
5	34	0.8537	not sharing the solution
6	52	0.8468	not responsive
7	12	0.8468	runs away
8	10	0.8468	getting panicked
9	29	0.8203	not responding to questions
10	11	0.8203	solving on her/his own
11	4	0.8140	lying
12	6	0.8077	making people feel panicked
13	14	0.8015	not wanting to cooperate
14	49	0.8015	not working with the team
15	21	0.7895	refraining from action
16	19	0.7895	obsessed with the reason
17	8	0.7895	not securing uniformity in practice
18	27	0.7836	acting in line with one's interests
19	16	0.7836	keeping slient
20	7	0.7609	hiding information

Closeness Degrees of the first 20 vertices in the Question A female network are very close. "getting angry with everyone", "acting aggressively", and "not behaving responsibly" are the most accessible and pivotal answers given. "talking constantly" is only important answer in this Degree.

7.4.6 Betweenness

Table 7.19 provide Betweenness Degrees of Question A female networks.

TABLE 7.19 Betweenness Degrees in Question A female Network

Rank	Vertex	Value	Id
1	13	1.000	getting angry with everyone
2	35	0.7070	acting aggressively
3	17	0.5606	not behaving responsibly
4	52	0.5375	not responsive
5	16	0.4654	keeping slient
6	18	0.3784	losing time
7	10	0.3145	getting panicked
8	4	0.2963	lying
9	11	0.2883	solving on her/his own
10	34	0.2466	not sharing the solution
11	39	0.2460	not staying calm
12	8	0.1981	not securing uniformity in practice
13	21	0.1736	refraining from action
14	6	0.1493	making people feel panicked
15	9	0.1447	making people feel stressed
16	12	0.1376	runs away
17	49	0.1302	not working with the team
18	19	0.1258	obsessed with the reason
19	36	0.1253	passing the buck
20	42	0.1243	fussing

"getting angry with everyone", "acting aggressively" and "not behaving responsibly" have the biggest Betweenness Degrees in the Question A female answers.

7.5 Comparison of male and female A networks, "How not to communicate during crisis" Question

NETWORK MALE "How not to communicate during crisis" Question		NETWORK FEMALE "How not to communicate during crisis" Question	
acting in line with one's interests(5)	Valued core, Clique, Degree, Closeness, Betweenness	getting angry with everyone(4)	Clique, Degree, Closeness, Betweenness
getting angry with everyone(5)	Valued core, Clique, Degree, Closeness, Betweenness	acting aggressively(4)	Valued core, Degree, Closeness, Betweenness
acting aggressively(4)	Valued core, Degree, Closeness, Betweenness	making people feel panicked(4)	Clique, Degree, Closeness, Betweenness
passing the buck(4)	Clique, Degree, Closeness, Betweenness	keeping slient(4)	Articulation point, Degree, Closeness, Betweenness
keeping slient(4)	Clique, Degree, Closeness, Betweenness	lying(4)	Clique, Degree, Closeness, Betweenness
refraining from action(4)	Clique, Degree, Closeness, Betweenness	runs away(4)	Clique, Degree, Closeness, Betweenness
making people feel panicked(4)	Clique, Degree, Closeness, Betweenness	getting panicked(4)	Clique, Degree, Closeness, Betweenness
not staying calm(4)	Clique, Degree, Closeness, Betweenness	not responsive(4)	Articulation point, Degree, Closeness, Betweenness
not behaving responsibly(4)	Clique, Degree, Closeness, Betweenness	not behaving responsibly(3)	Degree, Closeness, Betweenness
lying(3)	Clique, Closeness, Betweenness	refraining from action(3)	Degree, Closeness, Betweenness
runs away(3)	Degree, Closeness, Betweenness	losing time(3)	Degree, Closeness, Betweenness
making people feel stressed(3)	Degree, Closeness, Betweenness	Not sharing the solution(3)	Degree, Closeness, Betweenness
holding team together(3)	Degree, Closeness, Betweenness	obsessed with the reason(3)	Degree, Closeness, Betweenness
talking constantly(3)	Degree, Closeness, Betweenness	fussing(3)	clique,Degree,betweenes
seeking the guilty one(3)	Degree, Closeness, Betweenness	solving on her/his own(3)	Degree, Closeness, Betweenness
		not securing uniformity in practice(3)	Degree, Closeness, Betweenness

TABLE 7.20 Comparison of male and female A networks

As a consequence for this question and its answers, there might be some differences between women and man answers. When we categorized these answers, we came across some common points. Green lines are unique answers while red ones belong to common replies. When we analyze the green answers to see the differences clearly, we can see one of the biggest difference is dominance and self assertion from the man side. Acting in line with one's interests(5), passing the buck(4), refraining from action(4), making people feel stressed(3) and seeking the guilty one(3) answers are belong to dominance and self assertion part from the man side. There might be also seen as a direct aggression point as not staying calm(4). Interestingly, not holding team together(3) are more seeked replies from women, there are some answers are belong to man eventhough it is mentioned pronouncedly rare. Besides, women descrice verbal skills as an expectation, some man give answers like talking constantly(3) which as an incompetence behavior.

Regarding to women expectations in during crisis, we can see the effect of teamwork skills with the answers like solving on her/his own(3), not securing uniformity in practice(3) to describe incompetences of a bad leader manager communication. They also prefer to fussing(3) and getting panicked(4) as indirect aggression instead of the direct one.

7.6 Question B male Employee Answers, "How not to communicate in front of the people" Question

TABLE 7.21: Semantic Network Analysis Metrics of Question B male Answers

	Question A male
Number of vertices (n):	92
Number of lines	172
Number of lines that have value 1	165
Number of lines that have value more than 1	7
Density of the network	0.04108935
Average Degree centrality	3.73913043

Table 7.21 sums up the basic results of the analysis of only the male Employee answers for Question B. There are 92 vertices which represent total of male answers. The vertices establish 172 lines. 165 of these lines have value 1; 7 of them have value more than 1.

Density of male of B Question network is 0. 04 which is not a dense network. Only 4.1% of the all possible directed lines is available.

7.6.1 Valued Core Analysis

TABLE 7.22: All Max Valued Core Values (Question B male Network)

	Question A male
Dimension	92
The lowest value	1
The highest value	2

The lowest value is 1 while the biggest value is 2 for this value core levels of Question B female analysis. It means that values of female employees are attached to each other at minimum with 1 line and at maximum with 2 lines.

TABLE 7.23 Frequency Distribution of Cluster Values (Question B male Network)

Cluster	Freq	Freq %	CumFreq	CumFreq%	Representative
1	81	88.0435	81	88.0435	not motivating
2	11	11.9565	92	100.0000	not socializing
Sum	92	100.0000			

The table 7.23 shows, 81 of 92 answers are attached with value 1; 11 of them are attached with value 2.

Figure 7.5 Valued Core Analysis for Question B Male Network

7.6.2 Clique Analysis

There is no clique analysis results for Question B male Network

7.6.3 Articulation Points Analysis

Table 7.24 shows the articulation point values of the Question B male network;

TABLE 7.24 Articulation Points (Question B male Network)

Rank	Vertex	Value	Id
1	63	2.000	never talking
2	61	2.000	ignoring
3	14	2.000	questioning the employee
4	13	2.000	not listening purposely
5	4	2.000	speaking hurtfully
6	8	2.000	demotivating
7	64	2.000	fighting

There are 7 answers that constitute the descriptor points of the main structure of the Question B male answers. They have all same value which are 2. If they are erased, the network is seperated into two different models.

7.6.4 Degree Analysis

Table 7.25 shows Degree values of vertex which are listed at the first 20 in Question A network.

"discriminating against people" is the most important answer in the Question B male network. For this reason "discriminating against people" is the most popular answer in Question B male network. "oppressing", "ignoring", "not listening purposely", "being unable to hide emotions", "telling lies", "demotivating" and "being disrespectful"are the answers that are not featured in other dimensions before.

TABLE 7.25 Degrees in Question B male Network

Rank	Vertex	Value	Id
1	11	1.000	discriminating against people
2	1	0.9286	not socializing
3	15	0.8571	never communicating
4	9	0.8571	shouting
5	5	0.7143	gossiping
6	38	0.7143	behaves timidly
7	43	0.6429	acting insultingly
8	63	0.5714	never talking
9	3	0.5000	restricts the team
10	7	0.5000	being pessimistic
11	31	0.5000	offending
12	14	0.5000	questioning the employee
13	4	0.5000	speaking hurtfully
14	62	0.4286	oppressing
15	61	0.4286	ignoring
16	13	0.4286	not listening purposely
17	50	0.4286	being unable to hide emotions
18	20	0.4286	lying
19	8	0.4286	demotivating
20	28	0.3571	being disrespectful

Besides that, "never communicating", "shouting", "gossiping", "behaves timidly" and "acting insultingly" are the answers values which have really high vertices that are not seen in the past analysis. They are very important to analyse this network.

7.6.5 Closeness Analysis

Top 20 Closeness centrality Degrees of the Question B network is presented on Tables 7.26.

TABLE 7.26 Closeness Degrees in Question B male network

Rank	Vertex	Value	Id
1	15	1.000	never communicating
2	11	0.9914	discriminating against people
3	9	0.9788	shouting
4	38	0.9545	behaves timidly
5	43	0.9240	acting insultingly
6	5	0.9094	gossiping
7	4	0.9094	speaking hurtfully
8	1	0.9059	not socializing
9	2	0.8953	not motivating
10	7	0.8885	being pessimistic
11	3	0.8817	restricts the team
12	20	0.8750	lying
13	34	0.8493	changing the agenda
14	31	0.8309	offending
15	61	0.8280	ignoring
16	60	0.8250	degrading
17	12	0.8250	disclosing confidential board decisions
18	35	0.8221	making someone feel worthless
19	37	0.8105	diminishing everybody
20	55	0.7966	is introverted

Closeness Degrees of the first 20 vertices in the Question B male answers are near to others. "never communicating", "discriminating against people", and "shouting" are the most accessible and pivotal answers given. "is introverted" answer has the lowest value.

7.6.6 Betweenness

TABLE 7.27 Betweenness Degrees in Question B male Network

Rank	Vertex	Value	Id
1	15	1.000	never communicating
2	38	0.8387	behaves timidly
3	9	0.8305	shouting
4	1	0.7873	not socializing
5	11	0.7415	discriminating against people
6	4	0.6396	speaking hurtfully
7	5	0.5997	gossiping
8	63	0.5325	never talking
9	31	0.4942	offending
10	43	0.4523	acting insultingly
11	14	0.4155	questioning the employee
12	8	0.3807	demotivating
13	50	0.3556	being unable to hide emotions
14	7	0.3449	being pessimistic
15	3	0.3250	restricts the team
16	13	0.3001	not listening purposely
17	42	0.2891	being introverted
18	16	0.2824	being not appreciative
19	57	0.2644	continuously is in a state of mobbing
20	61	0.2516	ignoring

"never communicating", "behaves timidly" and "shouting" have the biggest Betweenness Degrees in the Question B male network.

7.7 Question B female Analysis

TABLE 7.28: Semantic Network Analysis Metrics of Question B female Answers

	Question B female
Number of vertices (n):	104

Number of lines	201
Number of lines that have value 1	192
Number of lines that have value more than 1	9
Density of the network	0.03752801
Average Degree centrality	3.86538462

Table 7.28 sums up the basic results of the analysis of only the female Employees answers for Question B. There are 104 vertices which represent total of female answers. The vertices establish 201 lines. 192 of these lines have value 1; 9 of them have value more than 1. Density of female network is 0.037 which is not a dense network. Only 3.7% of the all possible directed lines is available.

7.7.1 Valued Core Analysis

TABLE 7.29: All Max Valued Core Values (Question B female Network)

	Question B female
Dimension	104
The lowest value	1
The highest value	3

The lowest value is 1 while the biggest value is 2 for this value core levels of Question B female analysis. Table 7.30 shows that the valued core levels and answers

TABLE 7.30 Frequency Distribution of Cluster Values (Question B female Network)

Cluster	Freq	Freq %	CumFreq	CumFreq%	Representative
1	91	87.5000	91	87.5000	appearing passive
2	11	10.5769	102	98.0769	behaves timidly
3	2	1.9231	104	100.0000	demotivating
Sum	104	100.0000			

According to the table 7.30, 91 of 104 values are tied with value 1; 11 of them are tied with value 2, 2 of them are tied with value 3.
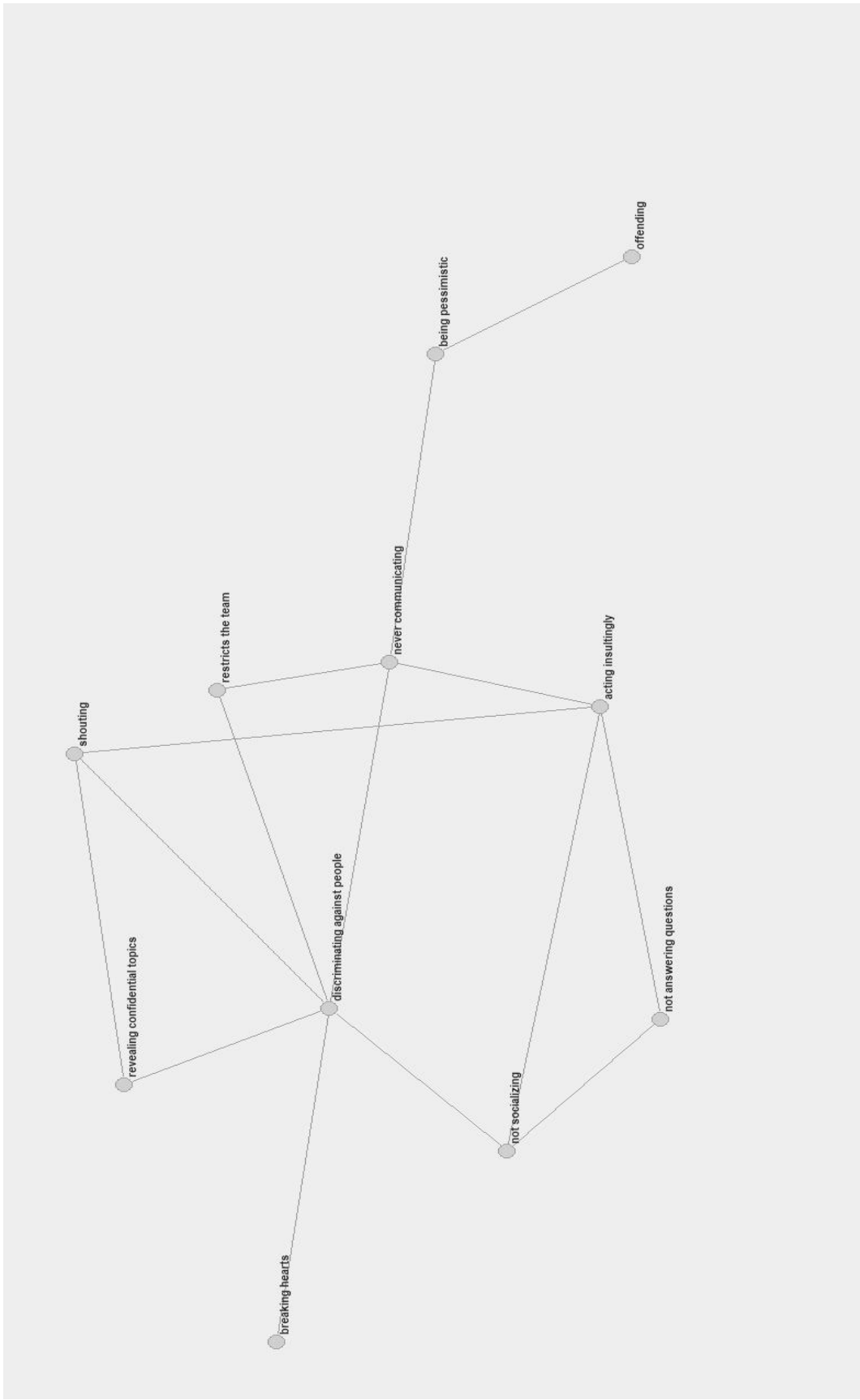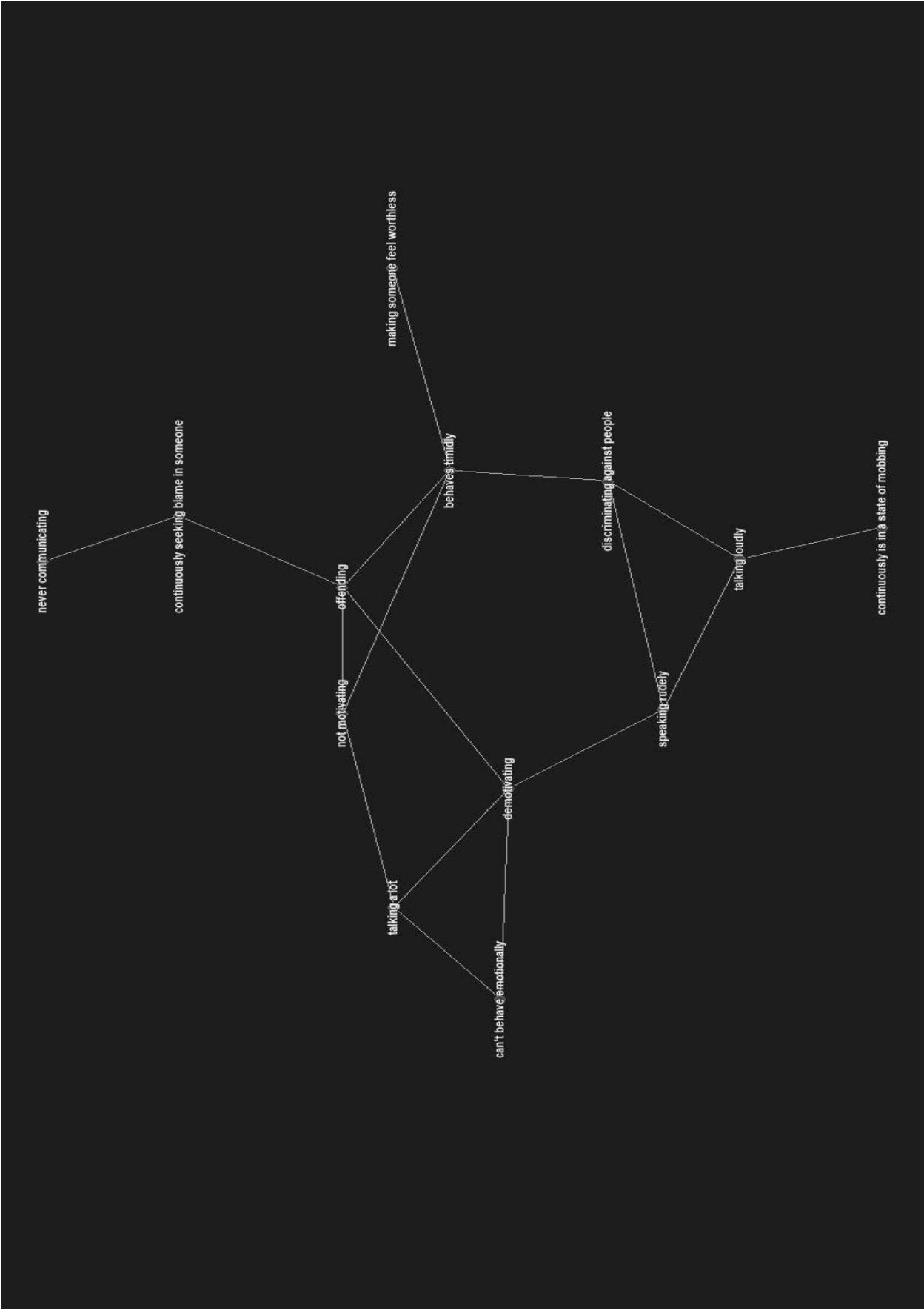
Figure 7.6 Valued Core Analysis for Question B Female Network

7.7.2 Clique Analysis

There is no Clique Analysis for Question B female network.

7.7.3 Articulation Points Analysis

There are 7 different answers that constitute the core points of the main construction of the Question B female network. They also have the same result point in this analysis. Table 7.31 shows the articulation point values of the Question A female network;

TABLE 7.31 Articulation Points (Question A female Network)

Rank	Vertex	Value	Id
1	7	2.000	discriminating against people
2	61	2.000	acting outrageously
3	54	2.000	never communicating
4	4	2.000	behaves timidly
5	19	2.000	offending
6	68	2.000	speaking shamefully
7	65	2.000	always asking questions

7.7.4 Degree Analysis

Table 7.32 shows Degree values of vertex which are listed at the first 20 in Question B female network.

TABLE 7.32 Degrees in Question B female Network

Rank	Vertex	Value	Id
1	17	1.000	demotivating
2	19	0.8000	offending
3	28	0.7333	gossiping
4	4	0.7333	behaves timidly
5	7	0.6667	discriminating against people
6	27	0.6667	not socializing
7	11	0.6000	not motivating
8	41	0.5333	never talking
9	83	0.5333	talking loudly
10	69	0.5333	fighting
11	16	0.5333	speaking rudely
12	59	0.4667	calling his/her colleagues to account
13	52	0.4667	shouting
14	42	0.4667	pretending not to have heard
15	15	0.4000	behaves judgmentally
16	3	0.4000	forcing someone into competition with others
17	29	0.4000	continuously seeking blame in someone
18	54	0.4000	never communicating
19	26	0.4000	intervening in the team setting
20	12	0.4000	calling to account

"demotivating" is the most important answer in the Question B female network. For this reason "demotivating" is the most popular answer in Question A female network. "talking loudly", "speaking rudely", "calling his/her colleagues to account", "pretending not to have heard" "behaves judgmentally", "forcing someone into competition with others", "continuously seeking blame in someone","intervening in the team setting" and "calling to account" are the answers that are not featured in other dimensions before. They are special answers for female. Therefore, it is clear that these answers do not keep the network together, their number of

attached between different vertices is not too elevated(except "talking loudly and speaking rudely").

7.7.5 Closeness Analysis

Top 20 Closeness centrality Degrees of the Question B female network is presented on Tables 7.33.

TABLE 7.33 Closeness Analysis in Question B female Network

Rank	Vertex	Value	Id
1	17	1.000	demotivating
2	28	0.9620	gossiping
3	27	0.8941	not socializing
4	19	0.8702	offending
5	16	0.8702	speaking rudely
6	37	0.8636	can't empathize
7	15	0.8571	behaves judgmentally
8	7	0.8476	discriminating against people
9	41	0.8321	never talking
10	4	0.8201	behaves timidly
11	64	0.8201	being not appreciative
12	6	0.8114	intervening in the team setting
13	26	0.8085	comparing his/her team members to one another
14	8	0.8057	talking loudly
15	83	0.7972	forcing someone into competition with others
16	59	0.7972	calling his/her colleagues to account
17	29	0.7862	continuously seeking blame in someone
18	42	0.7808	pretending not to have heard
19	39	0.7808	breaking hearts
20	12	0.7729	calling to account

Closeness Degrees of the first 20 vertices in the Question B female network are not as near as to each other than previous questions. "demotivating", "gossiping", and "n not socializing" are the most important and preferred answers given.

7.7.6 Betweenness

"demotivating", "gossiping" and "offending" have the biggest Betweenness Degrees in the Question B female answers. Table 6.34 shows that Betweenness Degrees of Question B female networks.

TABLE 7.34 Betweenness Degrees in Question B female Network

Rank	Vertex	Value	Id
1	17	1.000	demotivating
2	28	0.5109	gossiping
3	19	0.4894	offending
4	7	0.4074	discriminating against people
5	27	0.3920	not socializing
6	4	0.3178	behaves timidly
7	16	0.2924	speaking rudely
8	41	0.2500	never talking
9	83	0.2491	talking loudly
10	15	0.2476	behaves judgmentally
11	69	0.2372	fighting
12	11	0.2331	not motivating
13	52	0.1925	shouting
14	39	0.1896	breaking hearts
15	54	0.1852	never communicating
16	59	0.1765	calling his/her colleagues to account
17	82	0.1716	talking a lot
18	3	0.1610	forcing someone into competition with others
19	12	0.1603	calling to account
20	58	0.1595	comparing his/her team members to one another

7.8 Comparison of male and female B networks, "In front of the people" Question

NETWORK MALE "How not to communicate in front of the people" Question		NETWORK FEMALE "How not to communicate in front of the people" Question	
ignoring(4)	articulation point, Degree, Closeness, betweeness	behaves timidly(6)	Valued core, articulation point, Clique, Degree, Closeness, Betweenness
speaking hurtfully(4)	articulation point, Degree, Closeness, betweeness	offending(4)	articulation point, Degree, Closeness, Betweenness
not socializing(4)	Valued core, Degree, Closeness, Betweenness	demotivating(4)	valued core, Degree, Closeness, betweeness
never talking(3)	articulation point, Degree, betweeness	discriminating against people(4)	articulation point, Degree, Closeness, betweeness
demotivating(3)	articulation point, Degree, betweeness	not socializing(3)	Degree, Closeness, Betweenness
discriminating against people(3)	Degree, Closeness, Betweenness	never talking(3)	Degree, Closeness, Betweenness
never communicating(3)	Degree, Closeness, Betweenness	never communicating(3)	articulation point, Degree, betweeness
shouting(3)	Degree, Closeness, Betweenness	gossiping(3)	Degree, Closeness, Betweenness
gossiping(3)	Degree, Closeness, Betweenness	talking loudly(3)	Degree, Closeness, Betweenness
behaves timidly(3)	Degree, Closeness, Betweenness	speaking rudely(3)	Degree, Closeness, Betweenness
offending(3)	Degree, Closeness, Betweenness	calling his/her colleagues to account(3)	Degree, Closeness, Betweenness
questioning the employee(3)	articulation point, Degree, betweeness	behaves judgmentally(3)	Degree, Closeness, Betweenness
not listening purposely(3)	articulation point, Degree, betweeness	forcing someone into competition with others(3)	Degree, Closeness, Betweenness
acting insultingly(3)	Degree, Closeness, Betweenness		
restricts the team(3)	Degree, Closeness, Betweenness		
being pessimistic(3)	Degree, Closeness, Betweenness		

TABLE 7.35 Comparison of male and female B networks

In this question, women and man have again common and seperate answers like green and red on the above table. There are a lot of examples for dominance and self assertion again for man; ignoring(4), speaking hurtfully(4), questioning the employee(3) and not listening purposely(3) are the answers for this example. Besides this, shouting(3), acting insultingly(3) and being pessimistic(3) can be members of direct aggression group. We can also see one example for

non teamwork skills of man which is restricts the team(3). In women part, the results are more clear for this question. calling his/her colleagues to account(3), behaves judgmentally(3) and forcing someone into competition with others(3) are examples for indirect aggression expectations for women while talking loudly(3) and speaking rudely(3) can be examined as verbal skills point from women side.

7.9 Question C male Employee Answers, "How not to communicate when there is a mistake" Question

TABLE 7.36: Semantic Network Analysis Metrics of Question C male Answers

	Question C male
Number of vertices (n):	52
Number of lines	99
Number of lines that have value 1	95
Number of lines that have value more than 1	4
Density of the network	0.07466063
Average Degree centrality	3.80769231

Table 7.36 summarize the fundamental results of the analysis of only the male Employees answers for Question C . There are 52 vertices in male answers which shows total of core values. The vertices establish 99 lines. 95 of these lines have value 1; 4 of them have value more than 1.

Density of male C network is 0. 074 which is not a dense network. Only 7.4% of the all possible directed lines is available.

Low density rates are better for this research because they strengths the research.

7.9.1 Valued Core Analysis

TABLE 7.37: All Max Valued Core Values (Question C male Network)

	Question C male
Dimension	52
The lowest value	1
The highest value	2

The lowest value is 1 while the biggest value is 2 for this value core levels of Question C male analysis. Table 7.38 shows that the valued core levels and answers

TABLE 7.38 Frequency Distribution of Cluster Values (Question C male Network)

Cluster	Freq	Freq %	CumFreq	CumFreq%	Representative
1	46	88.4615	46	88.4615	obbessioning to mistake
2	6	11.5385	52	100.0000	getting angry
Sum	52	100.0000			

According to the table 7.38, 46 of 52 answers are attached with value 1; 6 of them are attached with value 2. Since 46 of 52 values are tied with value 1. Figure 7.7 summarizes the network between answers which are attached with more than value 2.
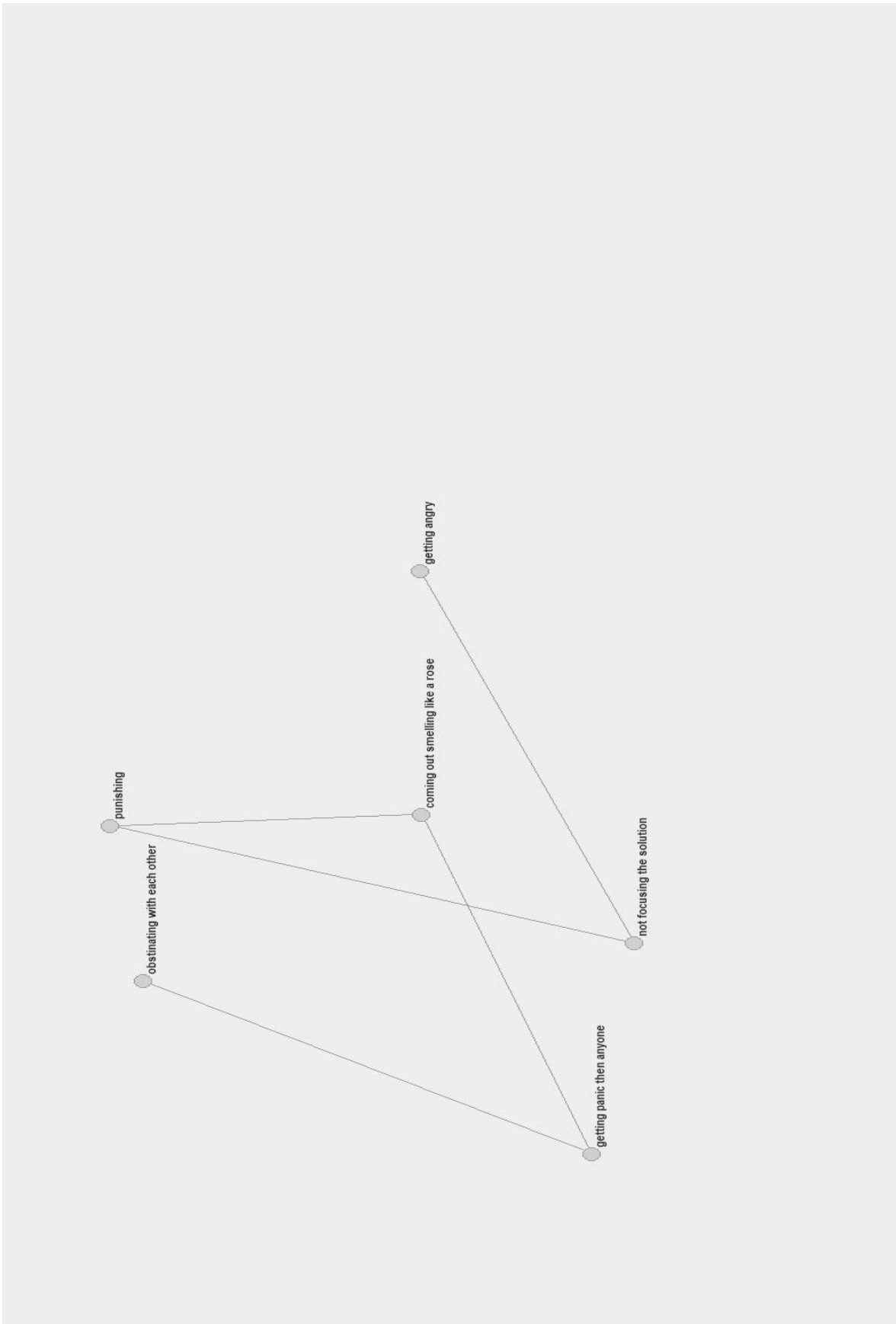
Figure 7.7 Valued Core Analysis for Question C Male Network

7.9.2 Clique Analysis

Table 7.39 shows that the highest number of cliques that one answer creates is 1. Put in differently, there are some answers that create 1 cliques in Question C male Network.

TABLE 7.39 Clique Directed (Question C male Network)

	Question C male
Dimension	52
The lowest value	0
The highest value	1

TABLE 7.40 Cliques in the Question C male Network

Cluster	Freq	Freq %	CumFreq	CumFreq%	Representative
0	48	92.3077	48	92.3077	getting angry
1	4	7.6923	52	100.0000	obbessioning to mistake
Sum	60	100.0000			

There are 48 answers that have direct connections. 48 of Question A male answers do not create any clique; 4 answers create 1 clique. These answers are ranked on Table 7.40.
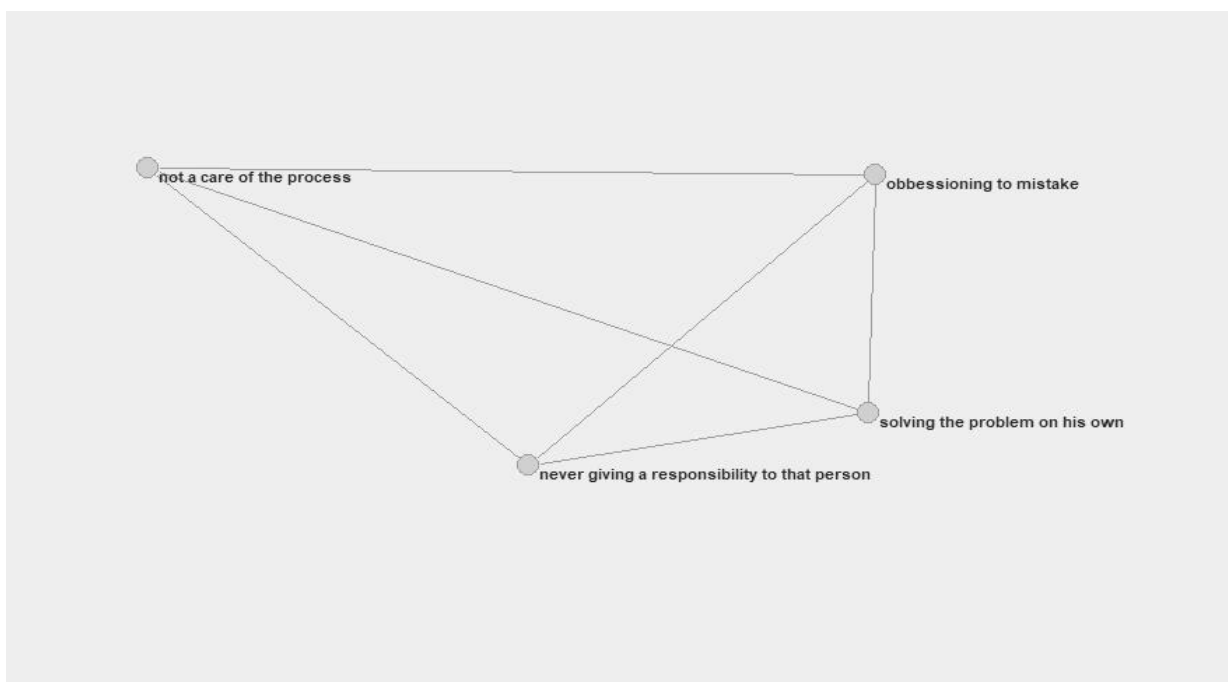
Figure 7.8 Clique Analysis for Question C Male Network

7.9.3 Articulation Points Analysis

Table 7.41 shows the articulation point values of the Question C male network;

TABLE 7.41 Articulation Points (Question C male Network)

Rank	Vertex	Value	Id
1	10	2.000	jeering with his employee

There is only 1 answer that forms the important point of the main structure of the Question C male network. "jeering with his employee" is the only ones with articulation points 2.

7.9.4 Degree Analysis

Table 7.42 shows Degree values of vertex which are aligned at the first twenty in Question C male network.

TABLE 7.42 Degrees in Question C male Network

Rank	Vertex	Value	Id
1	3	1.000	obbessioning to mistake
2	6	0.9000	solving the problem on his own
3	27	0.9000	getting panic then anyone
4	10	0.9000	jeering with his employee
5	21	0.9000	humiliating
6	1	0.8000	getting angry
7	18	0.8000	not focusing the solution
8	8	0.8000	not want to have team work
9	11	0.7000	never giving a responsibility to that person
10	9	0.7000	not giving a right for defense
11	25	0.6000	focusing on the result
12	38	0.6000	nursing a grievance to mistaken person
13	12	0.5000	coming out smelling like a rose
14	24	0.5000	assigning the job to someone else
15	2	0.5000	punishing

16	5	0.5000	not mentioning the correct
17	39	0.5000	stubborning about the mistake
18	13	0.4000	hiding the way out
19	51	0.4000	putting on the right track
20	20	0.4000	always cares about the result

Except "obbessioning to mistake", "jeering with his employee" and "getting angry" all other answers are not adressed in previous dimensions.

7.9.5 Closeness Analysis

Closeness Degrees of the first 20 vertices in the Question C male answers are likely to each other as the previous dimensions. "not want to have team work", "humiliating", and "getting angry" are the most accessible and pivotal answers given. "stubborning about the mistake" has the lowest value for closeeness analysis.

Top 20 Closeness centrality Degrees of the Question C male network is presented on Tables 7.43.

TABLE 7.43 Closeeness in Question C male Network

Rank	Vertex	Value	Id
1	8	1.000	not want to have team work
2	21	0.9792	humiliating
3	1	0.9495	getting angry
4	18	0.9400	not focusing the solution
5	6	0.9216	solving the problem on his own
6	3	0.9216	obbessioning to mistake
7	27	0.9216	getting panic then anyone
8	11	0.9038	never giving a responsibility to that person
9	10	0.8952	jeering with his employee
10	38	0.8785	nursing a grievance to mistaken person
11	9	0.8785	not giving a right for defense
12	5	0.8624	not mentioning the correct
13	12	0.8468	coming out smelling like a rose

14	20	0.8393	always cares about the result
15	25	0.8246	focusing on the result
16	2	0.8246	punishing
17	19	0.8246	not keeping one's head
18	24	0.8103	assigning the job to someone else
19	32	0.8034	making the problem out of nothing
20	39	0.7899	stubborning about the mistake

7.9.6 Betweenness

Table 7.44 provide Betweenness Degrees of Question C male networks.

TABLE 7.44 Betweenness Degrees in Question C male Network

Rank	Vertex	Value	Id
1	21	1.000	humiliating
2	8	0.6697	not want to have team work
3	10	0.6572	jeering with his employee
4	18	0.6062	not focusing the solution
5	3	0.6020	obbessioning to mistake
6	27	0.5290	getting panic then anyone
7	1	0.4764	getting angry
8	13	0.4476	hiding the way out
9	9	0.4151	not giving a right for defense
10	6	0.3857	solving the problem on his own
11	11	0.3800	never giving a responsibility to that person
12	22	0.3529	punishing
13	25	0.3128	focusing on the result
14	39	0.3037	stubborning about the mistake
15	38	0.2958	nursing a grievance to mistaken person
16	24	0.2632	assigning the job to someone else
17	15	0.2150	not giving a feedback
18	12	0.1969	coming out smelling like a rose

19	5	0.1791	not mentioning the correct
20	20	0.1631	always cares about the result

"humiliating" and "not want to have team work" have the biggest Betweenness Degrees in the Question C male answers. Thanks to them, the role of forwarding the information is between two vertices.

7.10 Question C female Analysis

TABLE 7.45: Semantic Network Analysis Metrics of Question C female Answers

	Question C female
Number of vertices (n):	59
Number of lines	99
Number of lines that have value 1	91
Number of lines that have value more than 1	8
Density of the network	0.05786090
Average Degree centrality	3.35593220

Table 7.45 shows that the main points of the analysis of only the female Employees answers for Question C. There are 59 vertices in female answers which represent total of core values. The vertices build 99 lines. 91 of these lines have value 1; 8 of them have value more than 1. Density of female network is Only 5.7%.

7.10.1 Valued Core Analysis

TABLE 7.46: All Max Valued Core Values (Question C female Network)

	Question C female
Dimension	59
The lowest value	1
The highest value	2

TABLE 7.47 Frequency Distribution of Cluster Values (Question C female Network)

Cluster	Freq	Freq %	CumFreq	CumFreq%	Representative
1	48	81.3559	48	81.3559	never quering
2	11	18.6441	59	100.0000	not care
Sum	59	100.0000			

As the table 6.49 shows that 48 of 59 answers are attached with 1 answer; 11 of them are attached with answer 2. Since 48 of 59 answers are tied with value 1. Figure 7.9 shows the network between answers which are attached with more than value 2.
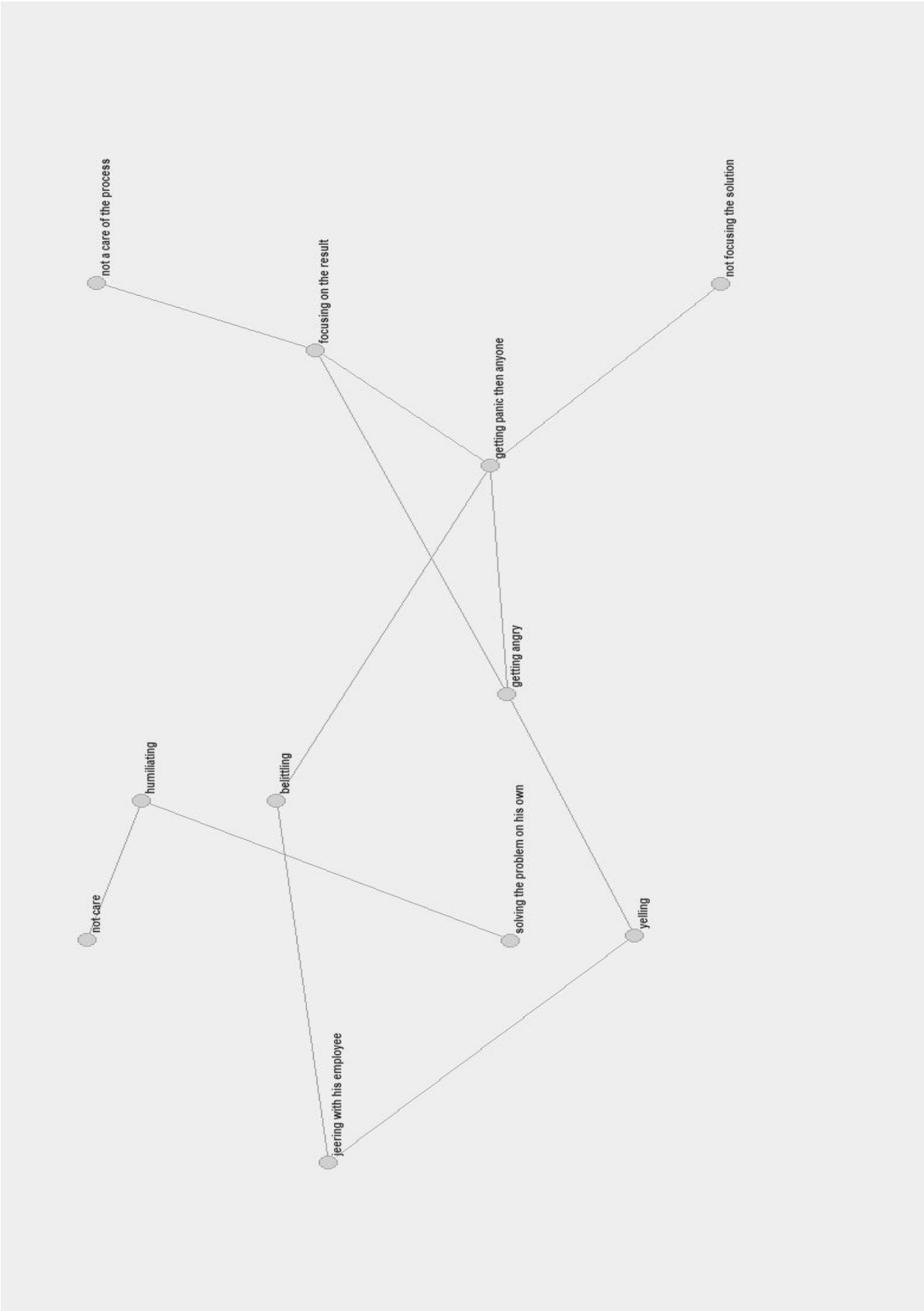
Figure 679 Valued Core Analysis for Question C Female Network

7.10.2 Clique Analysis

Table 7.48 shows that the highest number of cliques that one answer creates is 1. Put in differently, there are answers that create 1 clique in Question C male Network.

TABLE 7.48 Clique Directed (Question C female Network)

	Question C female
Dimension	59
The lowest value	0
The highest value	1

TABLE 7.49 Cliques in the Question C female Network

Cluster	Freq	Freq %	CumFreq	CumFreq%	Representative
0	55	93.2203	55	93.2203	never quering
1	4	6.7797	59	100.0000	laying claims to the mistake
Sum	59	100.0000			

There are 55 answers that have direct connections with others which also means that they are prominent in Question C female answers due to the their connections. 37 of Question A female answers do not attached as any clique; 4 answers create 1 clique.
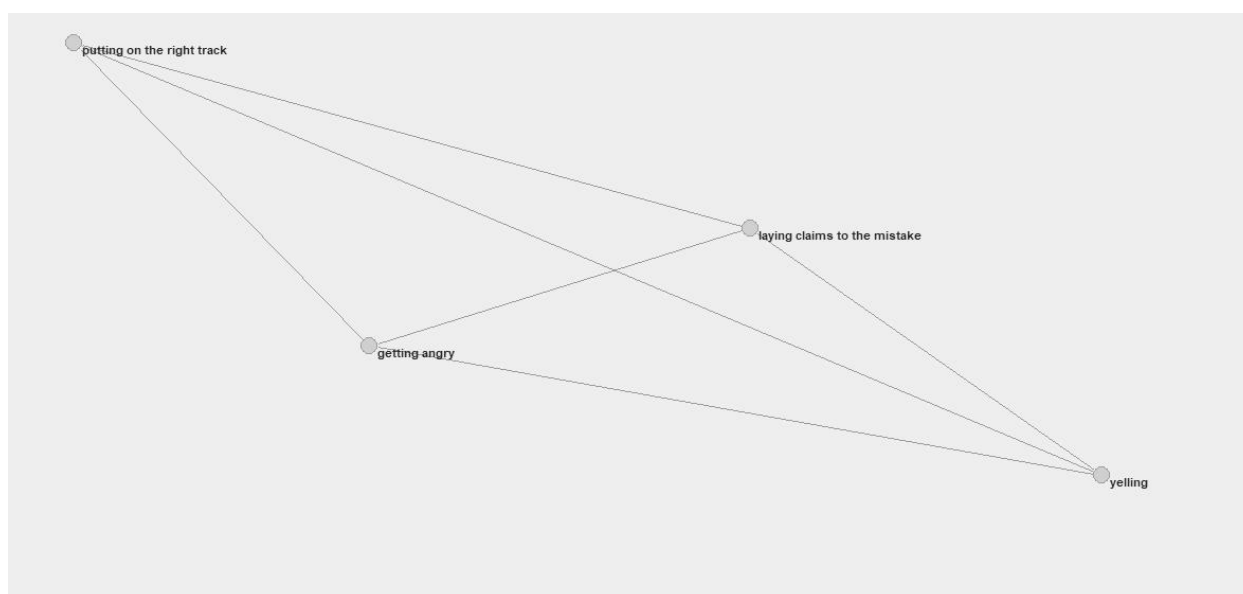
Figure 7.10 Clique Analysis for Question C Female Network

7.10.3 Articulation Points Analysis

Table 7.50 sum up the articulation point values of the Question C female answers;

TABLE 7.50 Articulation Points (Question C female Network)

Rank	Vertex	Value	Id
1	20	2.000	humiliating
2	40	2.000	telling everyone in person

There are only 2 answers that constitute the descriptor of the main structure of the Question C female network. "humiliating" and "telling everyone in person" are the only ones and have equal articulation points which is 2.

7.10.4 Degree Analysis

Table 7.51 shows Degree values of vertex which are listed as first 20 in Question C female network.

TABLE 7.51 Degrees in Question C female Network

Rank	Vertex	Value	Id
1	14	1.000	putting on the right track
2	15	0.7500	getting panicked then anyone
3	11	0.6667	getting angry
4	20	0.6667	humiliating
5	31	0.5833	focusing the mistakes while not think about the right
6	4	0.5833	not care
7	32	0.5833	focusing on the result
8	29	0.5000	jeering with his employee
9	27	0.5000	not focusing the solution
10	19	0.5000	obstinating with each other
11	18	0.5000	not a care of the process
12	13	0.4167	never giving a responsibility to that person
13	5	0.4167	laying claims to the mistake
14	43	0.4167	coming out smelling like a rose
15	36	0.4167	belittling

16	8	0.4167	yelling
17	2	0.3333	not want to see
18	42	0.3333	not accepting the problem
19	40	0.3333	telling everyone in person
20	33	0.3333	raging

"putting on the right track" is the most popular answer in the Question C female network. "focusing the mistakes while not think about the right", "obstinating with each other", "not a care of the process", "laying claims to the mistake", "belittling", "yelling", "not want to see", "not accepting the problem", "telling everyone in person" and "raging" are the answers values that are not prominent in past dimensions. They are special answers for female. Except "focusing the mistakes while not think about the right" answers, they have not high values, but this is significant since they receive the connections.

7.10.5 Closeness Analysis

Top 20 Closeness centrality Degrees of the Question C female network is presented on Tables 7.52.

TABLE 7.52 Closeness in Question C female Network

Rank	Vertex	Value	Id
1	14	1.000	putting on the right track
2	15	0.9771	getting panicked then anyone
3	11	0.9624	getting angry
4	32	0.9624	focusing on the result
5	4	0.9014	not care
6	43	0.8951	coming out smelling like a rose
7	2	0.8889	not want to see
8	19	0.8889	obstinating with each other
9	36	0.8767	belittling
10	31	0.8707	focusing the mistakes while not think about the right
11	13	0.8707	never giving a responsibility to that person
12	25	0.8707	leaving before solve the problem

13	20	0.8649	humiliating
14	30	0.8533	miffing
15	27	0.8533	not focusing the solution
16	5	0.8533	laying claims to the mistake
17	8	0.8477	yelling
18	16	0.8477	talking about the problem hours
19	34	0.8205	not mentioning the correct
20	29	0.8153	jeering with his employee

Like the previous Closeness Degrees, this analysis of the first twenty vertices in the Question C female network are close to each other. "putting on the right track", "getting panicked then anyone", and "getting angry" are the most important and first answers given.

7.10.6 Betweenness

Table 7.53 provide Betweenness Degrees of Question C female networks.

TABLE 7.53 Betweenness Degrees in Question C female Network

Rank	Vertex	Value	Id
1	14	1.000	putting on the right track
2	20	0.9057	humiliating
3	11	0.7587	getting angry
4	4	0.6569	not care
5	32	0.5728	focusing on the result
6	43	0.5463	coming out smelling like a rose
7	15	0.5208	getting panic then anyone
8	2	0.3917	not want to see
9	31	0.3590	focusing the mistakes while not think about the right
10	7	0.2746	forgetting about being the team leader

11	40	0.2746	telling everyone in person
12	35	0.2746	solving the problem on his own
13	8	0.2737	yelling
14	29	0.2397	jeering with his employee
15	18	0.2367	not a care of the process
16	27	0.2319	not focusing the solution
17	30	0.1561	miffing
18	5	0.1529	laying claims to the mistake
19	25	0.1502	leaving before solve the problem
20	9	0.1474	humiliating in front of the people

"putting on the right track", "humiliating" and "getting angry" have the highest Betweenness in the Question C female.

7.11 Comparison of male and female C networks, "How not to communicate when there is a mistake" Question

NETWORK MALE "How not to communicate when there is a mistake" Question		NETWORK FEMALE "How not to communicate when there is a mistake" Question	
Obessioning to mistake(5)	Valued core, Clique, Degree, Closeness, Betweenness	humiliating(4)	articulation point, Degree, Closeness, Betweenness
getting angry(5)	Valued core, clique, Degree, Closeness, Betweenness	not care(4)	Valued core, Degree, closeness, betweenness
jeering with his employee(4)	articulation point, Degree, Closeness, Betweenness	laying claims to the mistake(4)	clique, Degree, closeness, betweenness
solving the problem on his own(3)	Degree, Closeness, Betweenness	getting angry(3)	Degree, Closeness, Betweenness
getting panic then anyone(3)	Degree, Closeness, Betweenness	jeering with his employee(3)	Degree, Closeness, Betweenness
humiliating(3)	Degree, Closeness, Betweenness	not focusing the solution(3)	Degree, Closeness, Betweenness
not focusing the solution(3)	Degree, Closeness, Betweenness	focusing on the result(3)	Degree, Closeness, Betweenness
never giving a responsibility to that person(3)	Degree, Closeness, Betweenness	coming out smelling like a rose(3)	Degree, Closeness, Betweenness
focusing on the result(3)	Degree, Closeness, Betweenness	putting on the right track(3)	Degree, Closeness, Betweenness
coming out smelling like a rose(3)	Degree, Closeness, Betweenness	telling everyone in person(3)	articulation point, degree, betweenness
not mentioning the correct(3)	Degree, Closeness, Betweenness	focusing the mistakes while not think about the right(3)	Degree, closeness, betweenness
not giving a right for defense(3)	Degree, Closeness, Betweenness	yelling(3)	Degree, closeness, betweenness
nursing a grievance to mistaken person(3)	Degree, Closeness, Betweenness	not want to see(3)	Degree, closeness, betweenness
assigning the job to someone else(3)	Degree, Closeness, Betweenness		
punishing(3)	Degree, Closeness, Betweenness		
stubborning about the mistake(3)	Degree, Closeness, Betweenness		
always cares about the result(3)	Degree, Closeness, Betweenness		
not want to have team work(3)	Degree, Closeness, Betweenness		

TABLE 7.54 Comparison of male and female C networks

Suprisingly, men answers are more given for this question. There is one interesting reply here like minus self assertion(-) for men side which is getting panicked than anyone(3). Normally this might not be an expectation from men views for incompetence communication levels for leader managers while this could be a women responses. However, we still see dominance and self assertion as a majority part which are solving the problem on his own(3), never giving a responsibility to that person(3), not mentioning the correct(3), not giving a right for defense(3), nursing a grievance to mistaken person(3), assigning the job to someone else(3), punishing(3) and stubborning about the mistake(3). There is also a reply for the categorized point as task behavior for men. Furthermore, we also see a proof this answer as a non team work skills again; not want to have team work(3).

While men have task behavior, women have social behaviors at the same time which are; not care(4), not laying claims to the mistake(4) and not putting on the right track(3). Also, when men act with a dominant behavior, women act with their emotional side as we mentioned before. not want to see(3) answer is one of the examples for this point of view. They also describe as an incompetence communication behavior telling everyone in person(3) and yelling(3) within the group of verbal skills.

7.12 Question D male Employee Answers, "How not to communicate sth happened better" Question

TABLE 7.55: Semantic Network Analysis Metrics of Question D male Answers

	Question D male
Number of vertices (n):	69
Number of lines	134
Number of lines that have value 1	128
Number of lines that have value more than 1	6
Density of the network	0.05711850
Average Degree centrality	3.88405797

Table 7.55 is a summary of the fundamental results of the analysis of only the male Employee answers for Question D. There are 69 vertices in male answers which show total of core values. The vertices build 134 lines. 128 of these lines have value 1; 6 of them have value more than 1. Density of male of B Question network is 0.057 which is not a dense network.

7.12.1 Valued Core Analysis

TABLE 7.56: All Max Valued Core Values (Question D male Network)

	Question D male
Dimension	69
The lowest value	1
The highest value	3

The lowest value is 1 while the biggest value is 3 for this value core levels of Question D male analysis. It means that values of female employees are attached to each other at minimum with 1 line and at maximum with 3 lines.

TABLE 7.57 Frequency Distribution of Cluster Values (Question D male Network)

Cluster	Freq	Freq %	CumFreq	CumFreq%	Representative
1	61	88.4058	81	88.4058	being jealous
2	6	8.6957	92	97.1014	being unhappy
3	2	2.8986		100.0000	falling on success
Sum	69	100.0000			

As the table 7.57 shows that 61 of 69 answers are attached with answer 1; 6 of them are tied with answer 2; 2 of them are attached with answer 3.
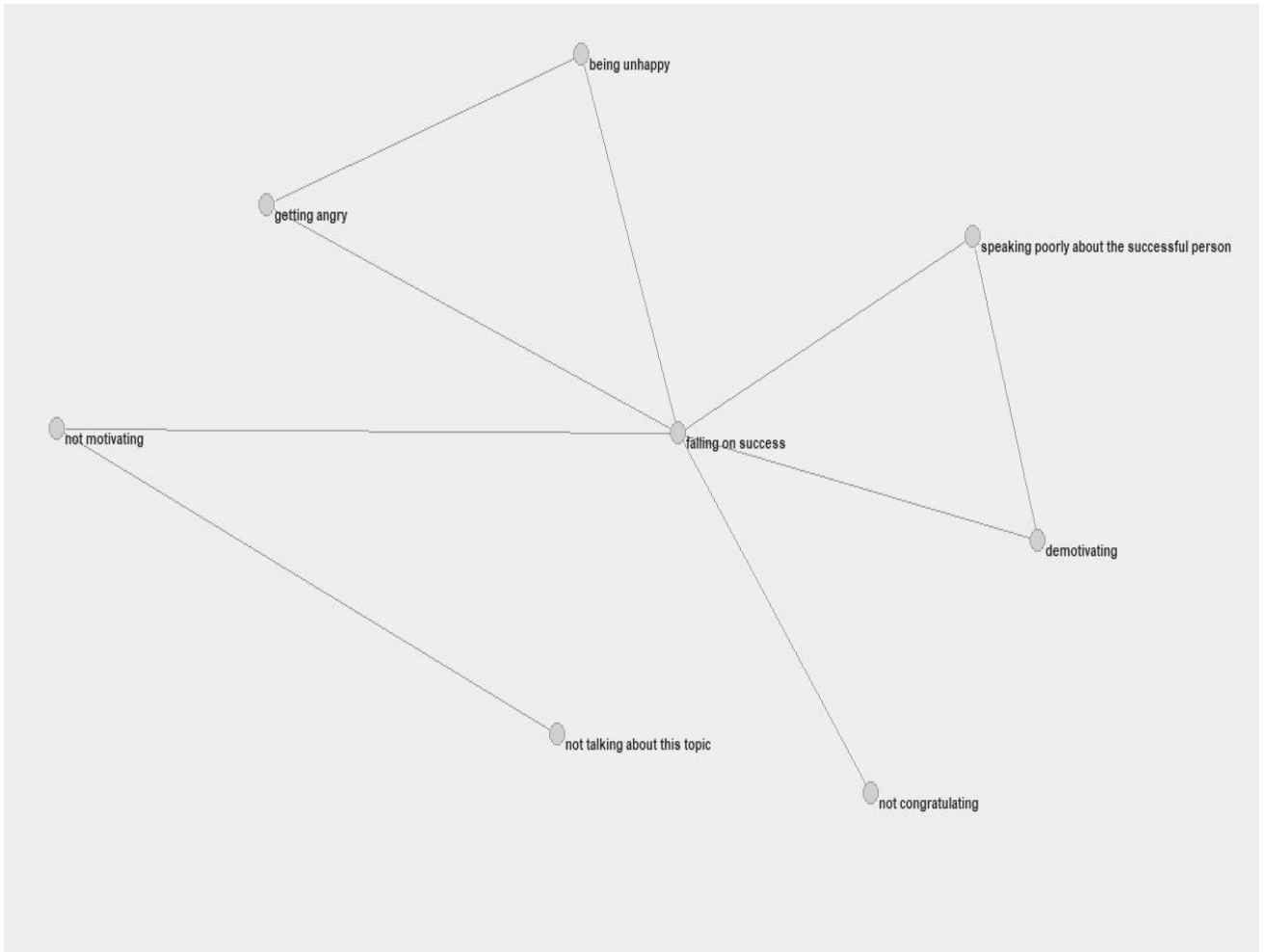
Figure 7.11 Valued Core Analysis of Question D Male Network

7.12.2 Clique Analysis

TABLE 7.58 Clique Directed (Question D male Network)

	Question D male
Dimension	69
The lowest value	0
The highest value	6

According to the Table 7.58, highest number of cliques that 1 answer creates is 6.

TABLE 7.59 Cliques in the Question D male Network

Cluster	Freq	Freq %	CumFreq	CumFreq%	Representative
0	58	84.0580	58	84.0580	being jealous
1	5	7.2464	63	91.3043	being unhappy
2	3	4.3478	66	95.6522	not rewarding
3	1	1.4493	67	97.1014	not care about success
4	1	1.4493	68	98.5507	immediately wants to get his/her share
6	1	1.4493	69	100.0000	falling on success
Sum	69	100.0000			

There are 58 answers that have direct connections with others which also means that they are featured in Question D male answers with their connections. 58 of Question D male answers do not occur as a clique; 5 answers create 1 clique, 3 answers create 2 cliques, 1 answer creates 3 cliques, 1 answer creates 4 cliques, 1 answer creates 6 cliques.
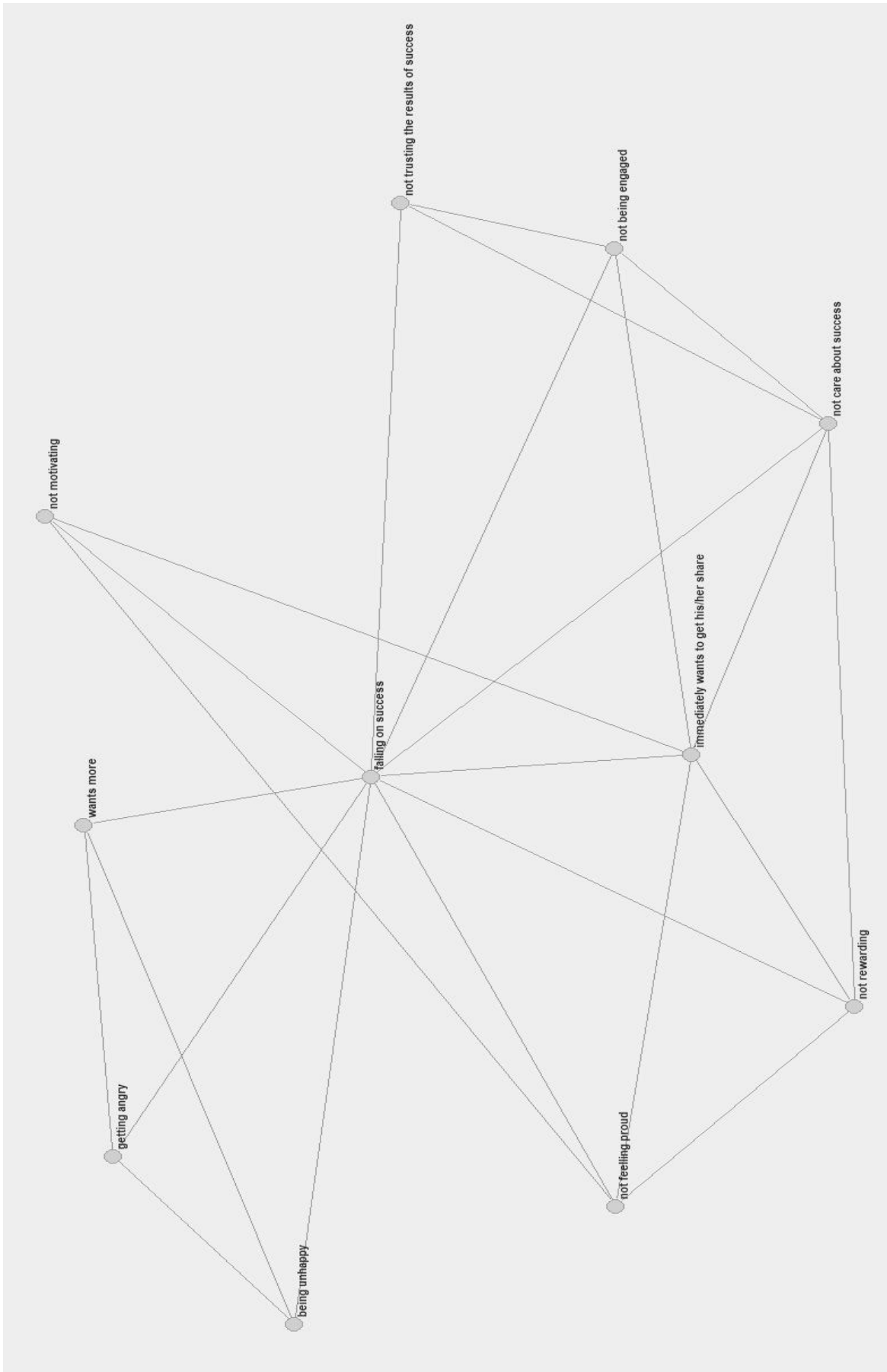
Figure 7.12 Clique Analysis of Question D Male Network

7.12.3 Articulation Points Analysis

Table 7.60 shows the articulation point values of the Question D male network;

TABLE 7.60 Articulation Points (Question D male Network)

Rank	Vertex	Value	Id
1	11	2.000	not supporting his/her thoughts

There is only 1 answer that stands the descriptor of the core structure of the Question D male network. It has value 2. If this answer is erased, the network is divided into two different graphs.

7.12.4 Degree Analysis

Table 7.61 shows Degree values of vertex which are ranked at the first twenty in Question D male network.

TABLE 7.62 Degrees in Question D male Network

Rank	Vertex	Value	Id
1	10	1.000	falling on success
2	19	0.5455	not motivating
3	44	0.5000	not feelling proud
4	9	0.5000	being unhappy
5	2	0.4545	not appreciating
6	17	0.4545	not being engaged
7	3	0.4091	immediately wants to get his/her share
8	7	0.4091	not rewarding
9	13	0.3636	not care about success
10	22	0.3636	not talking about this topic
11	40	0.3182	getting angry
12	15	0.3182	acting as if there is no success
13	11	0.3182	not supporting his/her thoughts
14	27	0.2727	not trusting the results of success
15	29	0.2273	not providing for new opportunities
16	24	0.2273	revealing the gaps
17	46	0.2273	demotivating

18	5	0.2273	trying to cover up success
19	8	0.2273	overshadowing success
20	63	0.1818	wants more

"falling on success" is the most important answer in the Question D male network.

7.12.5 Closeness Analysis

Top 20 Closeness centrality Degrees of the Question A network is presented on Tables 7.63.

TABLE 7.63 Closeness Degrees in Question D male network

Rank	Vertex	Value	Id
1	10	1.000	falling on success
2	19	0.8777	not motivating
3	17	0.8592	not being engaged
4	44	0.8472	not feelling proud
5	9	0.8472	being unhappy
6	3	0.8356	immediately wants to get his/her share
7	7	0.8243	not rewarding
8	13	0.8026	not care about success
9	40	0.7974	getting angry
10	2	0.7722	not appreciating
11	27	0.7625	not trusting the results of success
12	22	0.7625	not talking about this topic
13	46	0.7439	demotivating
14	63	0.7394	wants more
15	15	0.7135	acting as if there is no success
16	26	0.7135	speaking negatively
17	47	0.7135	not congratulating
18	43	0.7135	not asking any questions
19	8	0.7093	overshadowing success
20	31	0.7011	making success ordinary

"falling on success", "not motivating", and "not being engaged" are the most accessible and pivotal answers given.

7.12.6 Betweenness

Table 7.64 provides Betweenness Degrees of Question D male networks.

TABLE 7.64 Betweenness Degrees in Question D male Network

Rank	Vertex	Value	Id
1	10	1.000	falling on success
2	9	0.3292	being unhappy
3	19	0.3257	not motivating
4	44	0.3007	not feelling proud
5	11	0.2930	not supporting his/her thoughts
6	15	0.2408	acting as if there is no success
7	40	0.2291	getting angry
8	22	0.2242	not talking about this topic
9	17	0.2237	not being engaged
10	7	0.2184	not rewarding
11	37	0.2174	getting himself/herself down
12	2	0.1897	not appreciating
13	4	0.1473	has no contributions to ideas
14	46	0.1236	demotivating
15	3	0.1191	immediately wants to get his/her share
16	27	0.1144	not trusting the results of success
17	13	0.0915	not care about success
18	12	0.0849	beating his breast
19	14	0.0749	assuming without asking
20	28	0.0749	destroying success

"falling on success" and "being unhappy" and "not staying calm" have the biggest Betweenness Degrees in the Question D male answers.

7.13 Question D female Analysis

TABLE 7.65: Semantic Network Analysis Metrics of Question D female Answers

	Question D female
Number of vertices (n):	87
Number of lines	146
Number of lines that have value 1	143
Number of lines that have value more than 1	3
Density of the network	0.03902700
Average Degree centrality	3.35632184

Table 7.65 summarize the core results of the analysis of only the female Employees answers for Question D. There are 87 vertices in female answers which shows total of core values. The vertices establish 146 lines. 143 of these lines have value 1; 3 of them have value more than 1. Density of female network is 0. 039 which is not a dense network.

7.13.1 Valued Core Analysis

TABLE 7.66: All Max Valued Core Values (Question D female Network)

	Question D female
Dimension	87
The lowest value	1
The highest value	2

The lowest value is 1 while the biggest value is 2 for this value core levels of Question D female analysis. It means that values of female employees are attached to each other at minimum with 1 line and at maximum with 2 lines.

TABLE 7.67 Frequency Distribution of Cluster Values (Question D female Network)

Cluster	Freq	Freq %	CumFreq	CumFreq%	Representative
1	81	93.1034	81	93.1034	not helping in success
2	6	6.8966	87	100.0000	not asking for the continuation of success
Sum	87	100.0000			

According to the table 7.67, 81 of 87 values are tied with value 1; 6 of them are tied with value 2. Since 81 of 87 values are tied with value 1, there is not a significant structure between them.
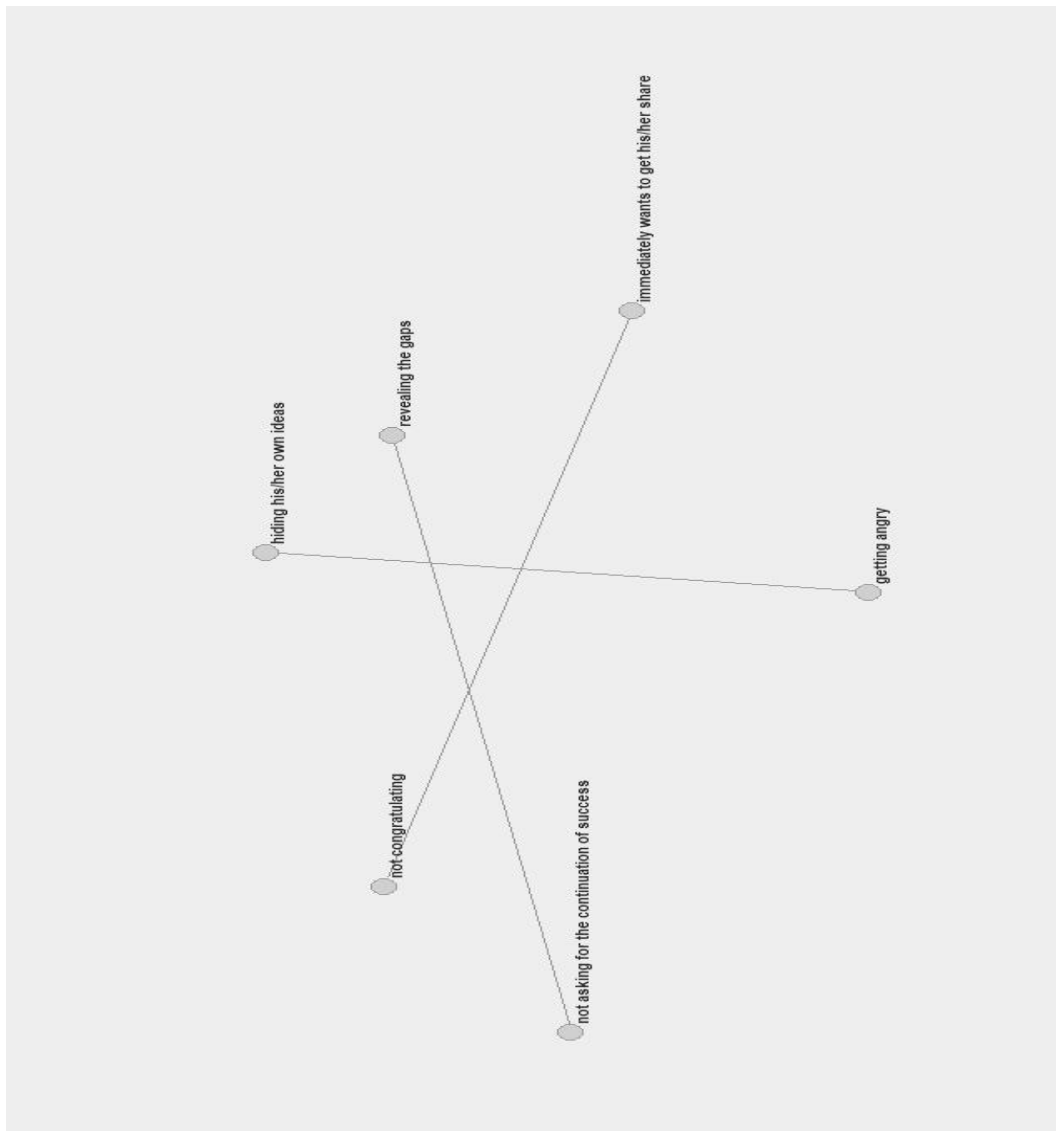
Figure 7.13 Valued Core Analysis of Question D Female Network

7.13.2 Clique Analysis

There is no Clique analysis value for Question D female answers.

7.13.3 Articulation Points Analysis

Table 7.68 shows the articulation point values of the Question D female network;

TABLE 7.68 Articulation Points (Question D female Network)

Rank	Vertex	Value	Id
1	17	3.000	falling on success

2	31	2.000	What's important is only the numbers
3	14	2.000	not motivating
4	28	2.000	not congratulating
5	6	2.000	being unwilling
6	53	2.000	demotivating
7	42	2.000	sees as his/her own competition
8	81	2.000	being discontent with this success
9	76	2.000	not looking at the persons face
10	4	2.000	overshadowing success

There are 10 answers that constitute very important parts of the main structure of the Question D female answers. Except "falling on success" answer which has 3 articulation point, all rest of the answers have 2 articulation points. This value means that the network is divided in 3 different parts if "falling on success" is dismissed.

7.13.4 Degree Analysis

Table 7.69 shows Degree values of vertex which are ranked at the first twenty in Question D female network.

TABLE 7.69 Degrees in Question D female Network

Rank	Vertex	Value	Id
1	17	1.000	falling on success
2	14	0.5556	not motivating
3	9	0.4444	not talking about this topic
4	15	0.3889	not rewarding
5	23	0.3889	has no contributions to ideas
6	4	0.3889	overshadowing success
7	16	0.3889	not care about success
8	28	0.3333	not congratulating
9	6	0.3333	being unwilling
10	22	0.3333	immediately wants to get his/her share
11	10	0.3333	not providing feedback

12	20	0.3333	not feelling proud
13	40	0.3333	comparing with his/her own success
14	76	0.3333	not looking at the persons face
15	18	0.3333	being unhappy
16	33	0.3333	revealing the gaps
17	29	0.2778	not appreciating
18	43	0.2778	wants more
19	38	0.2778	always playing devil's advocate
20	68	0.2778	being jealous

"falling on success" is the most important answer in the Question D female network.

7.13.5 Closeness Analysis

Top 20 Closeness centrality Degrees of the Question D female network is presented on Tables 7.70.

TABLE 7.70 Closeness in Question D female Network

Rank	Vertex	Value	Id
1	17	1.000	falling on success
2	14	0.8986	not motivating
3	9	0.8864	not talking about this topic
4	18	0.8590	being unhappy
5	33	0.8442	revealing the gaps
6	29	0.8369	not appreciating
7	28	0.8159	not congratulating
8	16	0.8025	not care about success
9	23	0.7895	has no contributions to ideas
10	15	0.7863	not rewarding
11	20	0.7831	not feelling proud
12	6	0.7769	being unwilling
13	10	0.7769	not providing feedback
14	38	0.7769	always playing devil's advocate

15	4	0.7769	overshadowing success
16	53	0.7471	demotivating
17	68	0.7414	being jealous
18	64	0.7414	not referring to success
19	21	0.7358	being anxious
20	22	0.7331	immediately wants to get his/her share

"falling on success", "not motivating", and "not talking about this topic" are the most accessible and pivotal answers given.

7.13.6 Betweenness

Table 7.71 provide Betweenness Degrees of Question D female networks.

TABLE 7.71 Betweenness Degrees in Question D female Network

Rank	Vertex	Value	Id
1	17	1.000	falling on success
2	6	0.3510	being unwilling
3	14	0.3225	not motivating
4	33	0.2525	revealing the gaps
5	45	0.2481	destroying success
6	9	0.2354	not talking about this topic
7	23	0.2341	has no contributions to ideas
8	28	0.2074	not congratulating
9	53	0.2011	demotivating
10	1	0.2011	not helping in success
11	20	0.2000	not feelling proud
12	15	0.1993	not rewarding
13	28	0.1963	not appreciating
14	18	0.1922	being unhappy
15	4	0.1905	overshadowing success
16	16	0.1682	not care about success
17	10	0.1617	not providing feedback

18	38	0.1606	always playing devil's advocate
19	5	0.1551	pretending to be overjoyed
20	76	0.1366	not looking at the persons face

"falling on success", "being unwilling" and "not motivating" have the biggest Betweenness Degrees in the Question D female answers.

7.14 Comparison of male and female D networks, "How not to communicate sth happened better" Question

TABLE 7.72 Comparison of male and female D networks

NETWORK MALE "How not to communicate sth happened better" Question		NETWORK FEMALE "How not to communicate sth happened better" Question	
being unhappy(5)	Valued core, Degree, closeness, Clique, Betweenness	falling on success(4)	articulation point, Degree, closeness, Betweenness
falling on success(5)	Valued core, Degree, closeness, Clique, Betweenness	not motivating(4)	articulation point, Degree, closeness, Betweenness
not rewarding(4)	Degree, closeness, Clique, Betweenness	overshadowing success(4)	articulation point, Degree, closeness, Betweenness
being jealous(4)	Valued core, Degree, closeness, Clique	not congratulating(4)	articulation point, Degree, closeness, Betweenness
not care about success(4)	Degree, closeness, Clique, Betweenness	being unwilling(4)	Articulation point, Degree, Closeness, Betweenness
immediately wants to get his/her share(4)	Degree, closeness, Clique, Betweenness	being unhappy(3)	Degree, closeness, Betweenness
not motivating(3)	Degree, closeness, Betweenness	not rewarding(3)	Degree, closeness, Betweenness
not feeling proud(3)	Degree, closeness, Betweenness	not care about success(3)	Degree, closeness, Betweenness
not appreciating(3)	Degree, closeness, Betweenness	not feeling proud(3)	Degree, closeness, Betweenness
not talking about this topic(3)	Degree, closeness, Betweenness	not appreciating(3)	Degree, closeness, Betweenness
demotivating(3)	Degree, closeness, Betweenness	not talking about this topic(3)	Degree, closeness, Betweenness
not being engaged(3)	Degree, closeness, Betweenness	demotivating(3)	articulation point, closeness, Betweenness
getting angry(3)	Degree, closeness, Betweenness	revealing the gaps(3)	Degree, closeness, Betweenness
not supporting his/her thoughts(3)	articulation point, Degree, Betweenness	has no contributions to ideas(3)	Degree, closeness, Betweenness
acting as if there is no success(3)	Degree, closeness, Betweenness	not looking at the persons face(3)	Articulation point, Degree, Betweenness

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not trusting the results of success(3)	Degree, closeness, Betweenness	not providing feedback(3)	Degree, closeness, Betweenness
		always playing devil's advocate(3)	Degree, closeness, Betweenness

In the last question about the leader manager communication incompetence, men answers belong to self assertion group mostly. immediately wants to get his/her share(4), not being engaged(3), not supporting his/her thoughts(3), acting as if there is no success(3) and not trusting the results of success(3) are in the group of self assertion while getting angry(3) is into the group of direct aggression as always.

Furthermore, we see the social behavior task is most heavy group from these answers at women side. overshadowing success(4), being unwilling(4), has no contributions to ideas(3), not looking at the persons face(3), not providing feedback(3) and always playing devil's advocate(3) are the examples of social acts for women. We have also one indirect aggression reply such as revealing the gaps(3), also one incompetence verbal skills for a leader manager in communication like not congratulating(4).

7.15 Total Findings of 6 Dimensions

Persectives of female and male to leadership communication in a one company are searched based on 6 different dimensions. Tables of Degree, Closeness, and Betweenness dimensions provided first 20 most important values. There is not an answer value which is not repeated more than 6 times both for male and female networks. "behaves timidly" is the only answer repeated 6 times. "acting in line with one's interests", "Obbessioning to mistake" and "getting angry" are repeated 5 times.

CHAPTER 8

DISCUSSION

This research has discussed two questions as stated before;

• What is the semantic structure of managers' communication incompetencies in the eyes of male and female employees?

• To what degrees are male and female perception alike in terms of managers communication incompetencies?

As a start, Table 7.1 is a clear summary of the first question answer. As it shows, the most important answers both for male and female employees are listed below. "behaves timidly", acting in line with one's interests", "getting angry with everyone" and "getting angry" are the most mutual and important answers for both gender which are repeated 5 times. In each question, the red lines are the structure of common answers and point of view for women and men in the work place. They have lots of shared areas and thoughts while they are working together all the time in daily life. This could be a normal outcome to resemble each other after long time work hours.

TABLE 8.1 Most Repeated Answers for Male and Female Network in All Questions

behaves timidly(6)
acting in line with one's interests(5)
getting angry with everyone(5)
getting angry(5)
acting aggressively(4)
passing the buck(4)
keeping slient(4)
refraining from action(4)
making people feel panicked(4)
not staying calm(4)
not behaving responsibly(4)
lying(4)
runs away(4)

getting panicked(4)
not socializing(4)
demotivating(4)
discriminating against people(4)
jeering with his employee(4)
humiliating(4)
being jealous(4)
being unwilling(4)

For second question, regarding to gender perception alike in terms of managers' communication incompetencies; as mentioned above, we divided the answers some groups and make some categorized with the reference of literature about difference gender structures and expectations from the work life.

As it clearly seen that female employees are more emotional, have more social behavior with more verbal skills. They also care about teamwork with a social plan again and latsly they have lots of indirect aggression behavior in the work places. Regarding to these groups that were divided in this research, the most different part from the men's world is teamwork skills and indirect aggression. They all expect as a good communication from their leader manager is good teamwork and verbal skills. Also, they do act with lots of indirect aggressions in the workplace with their coworkers and of course they notice more these kinds of reactions and behaviors from anyone else.

As a summary of men's world with the categories then we see more groups in these answers from our literature. They always act and think with dominance and self assertion point, also have task behavior mostly, they don't have too much teamwork skills but if they need, they are using as a career step. They have acting skills instead of verbal ones. Lastly, they do have a lot direct aggression, not only in social life but also in work places.

The biggest parts of these replies belong to dominance and self assertion. They think and act in a heavy mood. They always answer with this perspective. Men are giving their answers and thinking in a way when good communication their leader manager asked to them.

At lastly, it can be summarized as the most important unique answers are ignoring(4), speaking hurtfully(4), Obbessing to mistake(5) and being jealous(4) only for male employees. However,

for female employees; not responsive(4), not care(4), laying claims to the mistake(4) and being unwilling(4) are the most important answers for all questions about managers' communication incompetencies.

CHAPTER 9

CONCLUSIONS

The objective of this study to analyze semantic significances of different and similar answers about manager leadership communication for male and female networks in a private company. The findings showed that there are some differences between the answers for male and female employees.

With the references of the literature view of gender differences in general and in the workplace specifically, some groups and categorized occurred after analyzing the answers of both genders. There are some major differences in some points between male and female employees.

We also discussed leader versus manager notions in the litareture part since it could be important when employees think that every manager should act as a leader at the end of the day. They all expect leader behaviors from their managers, so we discussed their common and uncommon features.

Regarding communication expectations, we preferred to ask questions from the negative side as the incompetence of communication since the best way to describe a notion to use its negative meaning. As explained before, the negative words are not searching more often but they do carry more information than positive ones. (Garcia, 2012). This inverse correlation makes this research valuable for literature since it fills a gap in the area. Since most of the researches have searched the competence level of communication instead of incompetence, this was more make sense to look in this way.

Theoritical implication

This inverse correlation makes this research valuable for literature since it fills a gap in the area. Since most of the researches have searched the competence level of communication instead of incompetence, this was more make sense to look in this way. Therefore, our source is valuable as in theoretical way for the literature.

Managerial implication

This reseach includes real definitions from real company workers. We asked real questions to real employees from a company in Turkey. This is very important since it provides a knowledge about their inside expectations. This would be a guideline for employee expectations and to understand their point of view in a better way.

This is also a guideline for leader managers since it is better to draw a new way strategically and control their behaviors. Workers would like to have managers who have also features of leaders when they are working together. This includes good solutions and options to implicate in their daily lives to have better communication as a leader-manager.

8.1 Limitations

This research has few limitations due to the methodology and gender differences that are used to compare in the same company against their leader.

The first limitation of the study is making this research in one industry and one company. Also, their ages, their working experiences, and their departments were not taken into consideration.

8.2 Further Researches

This study searches the relationship between male and female answers based on their ideas about leadership communication. These networks were equal based on "Power" which is one of the Schwartz values. Further researchers are urged to analyze these two genders-based on other cultural values of Schwartz Theory which can draw a larger framework. Also, it is possible to develop these networks with also managers and supervisors to ask their perspectives on leadership communication. Besides them, it can be also searched with more demographic differences and industrial differences such as a white-blue collar.

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