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**LEADERSHIP IN AOTEAROA NEW ZEALAND:
MĀORI AND PĀKEHĀ PERCEPTIONS OF
OUTSTANDING LEADERSHIP**

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degree of Master of Management at Massey University,
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ABSTRACT

Exploring the leadership of New Zealand's diverse cultural groups is of great importance in providing effective leadership. New Zealand's population is diverse and rapidly changing (Statistics New Zealand, 2004b), resulting in leader-follower relationships increasingly being enacted in the cross-cultural context. As research suggests, cultural variations of leadership exist (Brodbeck et al., 2000; House, Hanges, Javidan, Dorfman, & Gupta, 2004), and inappropriate leadership could stifle the leadership process (Lord & Maher, 1993), it may be especially important to recognise cultural difference in leadership.

Well-respected leadership theorists suggest that leadership behaviour is both culturally similar and different (Brodbeck et al., 2000; House et al., 2004), with distinct prototypes of leadership existing in each culture. Followers will only be influenced by leaders' behaviour which they recognise from that prototype (Lord & Maher, 1993). To be effective, leaders' behaviour must match followers' culturally contingent leadership expectation (Popper & Druyan, 2001). New Zealand research supports this theory, confirming the existence of culturally unique leadership behaviour domestically (Ah Chong & Thomas, 1997; Love, 1991a). If the leadership expectations of New Zealand's diverse cultural groups are not recognised, the result will be ineffective leadership for significant groups.

This study investigates perceptions of outstanding Māori and Pākehā leaders by culturally similar followers. In doing so, it examines the unique Māori and Pākehā leadership prototypes, exploring their similarities and differences. In addition, it considers ways in which this course of research could impact on effective leadership in New Zealand.

A multi-method approach was taken by this study in exploring perceived Māori and Pākehā leadership. The GLOBE (Global Leadership and Organizational Behavior

Effectiveness) survey was employed as this study's quantitative component. The GLOBE is currently cross-cultural leadership's fore-running research programme, investigating culture's impact on leadership processes in 62 cultures, with the aim of developing a truly cross-cultural leadership theory. Close iwi consultation with Te Atiawa and Māori academics was employed as this study's qualitative component.

This study's findings suggest similarities and differences in how Māori and Pākehā followers perceived the outstanding leadership behaviour of culturally similar leaders. Broadly, they suggest that outstanding Māori leaders were perceived as exhibiting a greater degree of humane-orientated and self-protective behaviour. In some instances, outstanding Māori leaders were also perceived as exhibiting a greater degree of charismatic/value-based and team-orientated behaviour, although in some cases this was perceived as similar for outstanding Māori and Pākehā leaders. Participative and autonomous leadership behaviour was perceived as making a similar contribution to outstanding Māori and Pākehā leadership.

This study's findings support previous research which suggests culturally unique leadership prototypes. It offers insight into Māori leadership (as perceived by Māori followers) and provides a rough sketch-map of homogeneous and heterogeneous aspects of Māori and Pākehā leaders' perceived behaviour.

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TABLE OF CONTENTS

Abstract	i
Acknowledgements	iii
Table of Contents	v
List of Tables	x
List of Figures	xi
CHAPTER ONE: INTRODUCTION	1
1.1 Research Background	1
1.2 Research Rationale	2
1.3 The Research Objectives	4
1.4 Thesis Structure	5
1.5 Summary	8
CHAPTER TWO: LEADERSHIP THEORY	9
2.1 Introduction	9
2.2 Leadership theories' origins	10
2.3 Leadership definitions	11
2.4 Major leadership theories	13
2.4.1 The trait approach	14
2.4.2 The behavioural approach	15
2.4.3 The situational/contingency approaches	16
2.4.4 The charismatic/transformational approaches	17
2.5 Summary	19
CHAPTER THREE: CROSS-CULTURAL LEADERSHIP THEORY	21
3.1 Introduction	21

3.2 Culture and values	22
3.3 Culture’s impact on leadership perceptions	23
3.4 Cross-cultural validation of the major leadership theories	25
3.4.1 The behavioural approach	25
3.4.2 Situational/contingency approaches	26
3.4.3 Charismatic and transformational leadership approaches	27
3.5 Non-USA leadership theories and their cross-cultural validation	28
3.5.1 The Japanese approach	29
3.5.2 The Indian approach	30
3.5.3 The Arab approach	30
3.6 Contemporary leadership research	31
3.6.1 The GLOBE Project	32
3.7 Summary	38
CHAPTER FOUR: MĀORI CULTURE AND LEADERSHIP	39
4.1 Introduction	39
4.2 Māori defined	40
4.3 Māori culture	41
4.4 Māori cultural values	42
4.4.1 Whanaungatanga	44
4.4.2 Mana	45
4.4.3 Tapu	47
4.4.4 Manākitanga	48
4.5 Māori leadership	49
4.5.1 Traditional Māori leadership	49

4.5.2 Changes in Māori leadership	52
4.4.3 Contemporary Māori leadership	55
4.6 Summary	62
CHAPTER FIVE: PĀKEHĀ CULTURE AND LEADERSHIP	63
5.1 Introduction	63
5.2 Pākehā defined	64
5.3 Pākehā culture	66
5.4 Pākehā cultural values studies	67
5.4.1 Hofstede’s study of national cultural difference	68
5.4.2 The NZ GLOBE Project	70
5.4.3 The New Zealand Values Study	72
5.5 Pākehā cultural values	74
5.5.1 Power distance	74
5.5.2 Uncertainty avoidance	75
5.5.3 Individualism/collectivism	76
5.5.4 Masculinity/femininity	78
5.5.5 Assertiveness	79
5.5.6 Confucian dynamism/future orientation	81
5.5.7 Performance orientation	82
5.5.8 Humane orientation	82
5.6 Pākehā leadership	83
5.7 Summary	91
CHAPTER SIX: CROSS-CULTURAL LEADERSHIP IN AOTEAROA/NEW ZEALAND	92
6.1 Introduction	92

6.2 New Zealand’s cross-cultural leadership research	92
6.3 Summary	97
CHAPTER SEVEN: METHODOLOGY & RESEARCH DESIGN	98
7.1 Introduction	98
7.2 Methodology	99
7.2.1 Quantitative methodology	99
7.2.2 Qualitative methodology	100
7.3 Research Design	101
7.3.1 The GLOBE survey	102
7.3.2 Iwi consultation	111
7. 4 Sample	112
7.5 Ethical Concerns	113
7.5 1 Indigenous populations and research ethics	113
7.6 Data analysis	115
7.7 Summary	115
CHAPTER EIGHT: RESULTS	117
8.1 Introduction	117
8.2 The Sample	119
8.2.1 The NZ GLOBE and Māori Samples Compared	119
8.2.2 The Māori sample	122
8.3 The leadership dimensions	125
8.3.1 The leadership sub-scales	126
8.3.2 The leadership dimensions	133
8.4 Summary	136

CHAPTER NINE: DISCUSSION	137
9.1 Introduction	137
9.2 Data analysis framework	139
9.3 A broad overview of the research findings	140
9.4 Culturally specific leadership dimensions	142
9.4.1 The humane-orientated leadership dimension	143
9.4.2 The team-orientated leadership dimension	149
9.5 Culturally specific and culturally similar leadership dimensions	155
9.5.1 The self-protective leadership dimension	156
9.5.2 The charismatic/value-based leadership dimension	159
9.6 Culturally similar leadership dimensions	164
9.6.1 The participative leadership dimension	165
9.6.2 The autonomous leadership dimension	166
9.7 An additional perception	167
9.8 Implications for New Zealand leaders	167
9.9 Summary	169
CHAPTER TEN: CONCLUSIONS, LIMITATIONS, AND FUTURE RESEARCH	172
10.1 Introduction	172
10.2 Research retrospective	173
10.3 Summary of the research findings	174
10.4 Limitations	177
10.5 Recommendations for future research	180
10.6 Summary and concluding remarks	182
REFERENCES	183

LIST OF TABLES

Table 1: Bass's (1990a) categorization of leadership definitions	12
Table 2: The GLOBE project's cultural dimensions	33
Table 3: The GLOBE project's leadership dimensions	35
Table 4: Possible origins of the term Pākehā	64
Table 5: New Zealand cultural dimensions in Hofstede's scores and rankings	68
Table 6: NZ GLOBE cultural dimensions' scores and rankings	71
Table 7: Corresponding Hofstede and GLOBE value dimensions	72
Table 8: The GLOBE project's leadership dimensions and subscales	105
Table 9: Adaptations to the GLOBE questionnaire	109
Table 10: NZ GLOBE and Māori samples by age	121
Table 11: NZ GLOBE and Māori samples by gender	122
Table 12: Māori sample by industry	123
Table 13: Māori sample by iwi	124
Table 14: Māori by geographical region	126
Table 15: The leadership sub-scales	128
Table 16: Sub-scales with the five biggest differences	129
Table 17: Sub-scales recording the five smallest differences	131
Table 18: Comparison of ranked means of sub-scales	132
Table 19: Comparative means of five highest ranking sub-scales compared	133
Table 20: Comparative of means of five lowest ranking sub-scales	133
Table 21: Difference between means across dimensions	135
Table 22: Comparison of ranked means across the dimensions	136

LIST OF FIGURES

Figure 1: Traditional Māori society's social structure and leadership hierarchy	50
Figure 2: The GLOBE leadership dimensions	120
Figure 3: NZ GLOBE and Māori sample by number	121
Figure 4: The GLOBE leadership dimensions	139