Effects of Paternalistic and Transformational Leadership on Follower Outcomes

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Abstract

We investigated the motivations through which paternalistic (PL), and transformational (TL) leadership styles of managers were associated with employees' organizational citizenship behaviors (OCB). PL is common in Eastern cultures, and may be as effective as TL, which is more common in Western cultures, to elicit positive employee outcomes such as OCB. We showed that in Turkish cultural context, both leadership styles enhanced trust in leaders, and trust, in turn, enhanced the intrinsic motivations of employees to perform OCB. PL and TL were related to OCB through different extrinsic motivations. TL increased the perception of instrumentality of OCB for leaders and for work group members which was associated with actual performance of OCB. PL enhanced employees' motivation to manage their impression which, in turn, was positively related to their OCB.

Key words: Paternalistic leadership, transformational leadership, trust, motivation, organizational citizenship behaviors.

Introduction

Transformational leadership (TL) is among the most frequently investigated leadership constructs in Western countries (Bass, 1999), and is argued to be the ideal leadership style by many scholars regardless of cultural or situational contingencies. Transformational leaders are those who inspire followers to transcend their own self-interests, and who are capable of having a profound and extraordinary effect on their followers (Robbins, 2003) via idealized influence, individualized consideration, intellectual stimulation, and inspirational motivation (Bass & Avolio, 2001). However, there are others who argue that efficient leadership styles depend in part on the cultural context in which they operate (Aycan, 2006). Paternalistic leadership (PL) is a culture-specific leadership style that is prevalent in Eastern European countries (Aycan et al., 2000; Aycan, 2006). PL refers to hierarchical relationships in which the role of the leader is to provide care, protection, and guidance in work and non-work areas of employees' lives and the role of the subordinate is to be loyal and deferent towards the leader (Aycan, 2006). Empirical evidence suggests that manifestations of TL and PL styles may overlap (Aycan et al., 2000).

The purpose of this study was to compare the relative effects of TL and PL on follower work attitudes and behaviors. Although overlap exists between the two leadership styles, we suspect that PL has unique effects, especially in patriarchical cultures. We therefore collected data from a sample of Turkish employees. According to Aycan et al. (2000), PL style is common in organizational contexts in Turkey, where supervisors behave like elder family members

toward their employees by providing guidance, protection, and nurturance. Taking a follower-centric perspective, we tested a model of the effects of TL and PL on Organizational Citizenship Behavior (OCB) performed by followers. OCB refers to contextual behavior that supports the social and psychological contexts at work (Borman & Motowidlo, 1993). Although it has been found that TL and PL are related to OCB (e.g., Halverson, 2004; Xiao, Lam, Schaubroeck, & Nauman, 2002), we suspect these relationships are mediated by follower motivations (see Figure 1). Key mediators include trust, and intrinsic and extrinsic motivations. In the sections below, we propose specific relationships of TL and PL with these mediators.

Effects of Leadership on Trust

Trust is defined as "a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another" (Rousseau, Sitkin, Burt, Camerer, 1998, p. 395). İnelmen (2006) defined four factors that are required for building trusting relationships with supervisors. These are competence, communication, consistency and credibility/integrity. The literature provides substantial empirical evidence regarding the positive relationship between trust in leader and OCB (e.g., Johnson, Lanaj, Tan, & Chang, 2012; Korsgaard, Brodt, & Whitener, 2002; Organ, Podsakoff, & MacKenzie, 2005; Wong, Ngo, & Wong, 2003).

As stated above, transformational leaders are willing to sacrifice their self-interests for the sake of the group, recognize and reward their subordinates' performance in a just manner, and try to enhance their followers' performance and intellectual capacity (Pillai, Schriesheim, & Williams, 1999). Similarly, paternalistic leaders are parental figures who protect their followers, maximize the group's benefit by creating a family atmosphere in the workplace, establish individualized relationships with their subordinates, and are involved in non-work domains. These behaviors of transformational and paternalistic leaders are likely to be consistent with leader behaviors described to build trust among followers; which are appreciating and protecting the rights of followers and behaving in a way that others would benefit (Weichun, May, & Avolio, 2004).

Effects of Leadership on Intrinsic Motivation

Effective leaders are those who can enhance their followers' intrinsic motivations which help them improve their task-related and extra-role performance. Two intrinsic motivations that are particularly important for engaging in OCBs and of interest in the present study are psychological empowerment and organizational identification. Psychological empowerment (PE) is defined as an increased intrinsic task motivation manifested in four cognitions: meaning, competence, self- determination, and impact (Bogler & Somech, 2004; Peachey, 2003; Spreitzer, 1995). The critical step in the empowerment process is to create a work environment within a broader organizational context that provides opportunity to exercise one's full range of authority and power (Wall, Wood, & Leach, 2004) and leadership is one of the most significant contributors for creation of such an environment (Dobbs, 1993). One of the key issues, from the perspective of employees, to feeling empowered is to trust in their supervisors' intentions and competency as well as in the accuracy of information they gather. Therefore, trust is suggested to mediate the relationship of TL and PL with PE. The literature also suggests that psychological empowerment is related to OCBs (Bogler & Somech, 2004). In line with the previous findings, PL and TL are suggested to be associated with OCB through their effects on PE.

Organizational identification (OI), which refers to the perception of belongingness with one's organization (Riketta, 2005), is another intrinsic motivational state. When employees identify with the organization they work for, organizational membership constitutes a significant

Figure 1. The proposed model
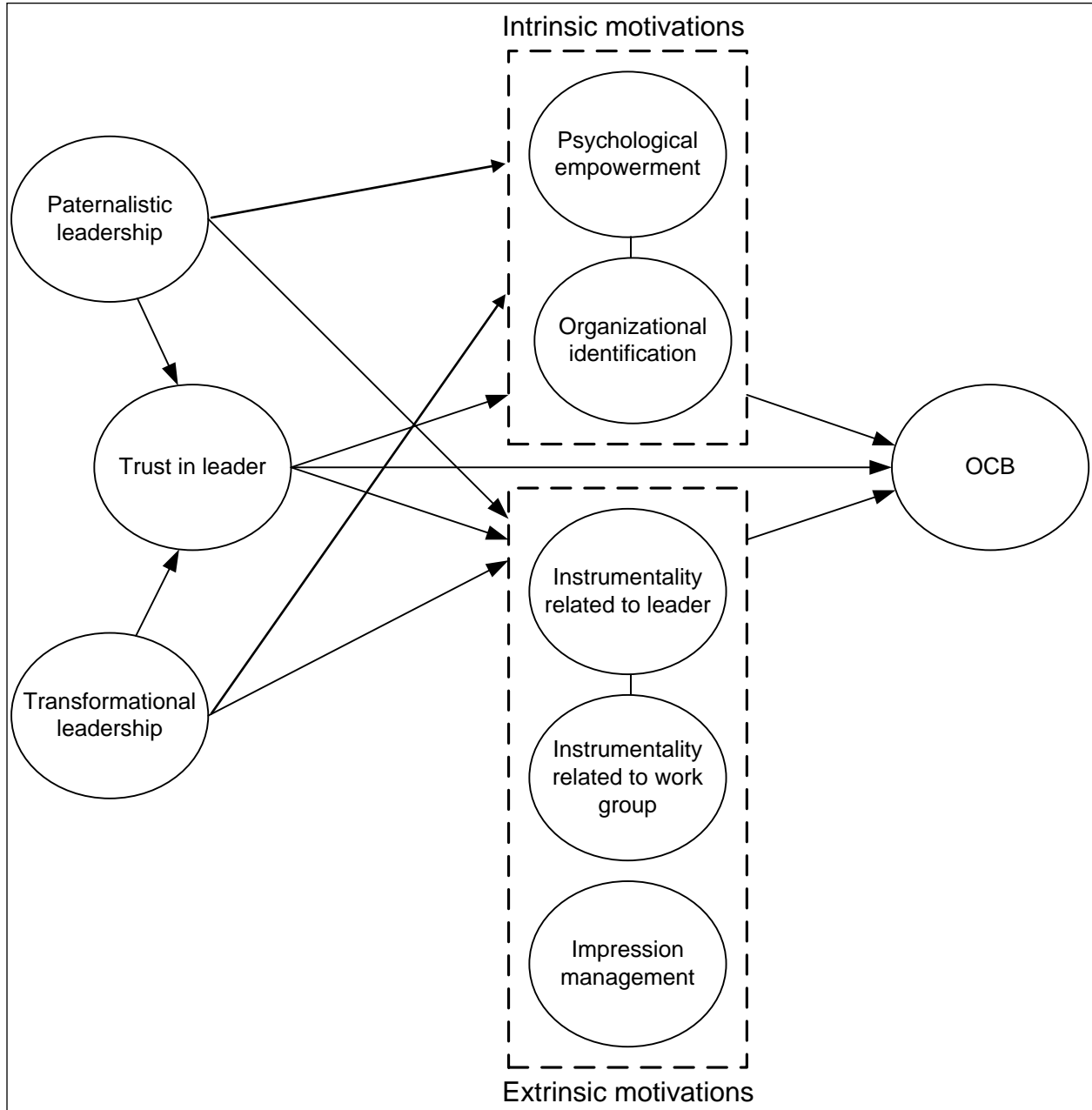
part of their self-concept. TL and PL are argued to enhance employees' identification with the organization through their positive effects on trust. Furthermore, employees who identify themselves with their organizations to a large extent are more likely to engage in OCBs than those who identify themselves to a small extent (e.g., Christ, Dick, Wagner, & Stellmacher, 2003; Johnson & Saboe, 2011; Riketta, 2005). The previous literature suggests that both TL (Epitropaki, 2003; Shamir, House, & Author, 1993) and PL (Aycan, 2006) are positively associated with OI. Therefore, it is proposed that OI, which is predicted by trust in leader, mediates the relationship of TL and PL with OCBs.

Two intrinsic motivations included in the present research, namely, psychological empowerment and organizational identification are expected to be positively correlated with each other. That is, individuals who are psychologically empowered in relation to their jobs in their workplace are also expected to have a sense of belonginess and identification to the organization they work for. In a recent study, Ertürk (2010) reported that three different dimensions of psychological empowerment, namely, goal internalization, perceived competence, and perceived control, were positively and significantly associated with organizational identification among Turkish employees. In addition, a substantive amount of research revealed that goal internalization, sense of high responsibility for the organization, and influence in decision making, were the psychological components of psychological empowerment that were related to affective commitment to the organization (e.g., Castro, Villegas Perinan, & Casillas Bueno, 2008; Fulford & Enz, 1995; Kirkman & Rosen, 1999) which is a construct closely related to organizational identification (e.g., Castro et al., 2008; Johnson, Chang, & Yang, 2010). Therefore, psychological empowerment and organizational identification are expected to be positively related motivational states. However, they are suggested to have unique mediating effects in the relationship of TL and PL with OCBs.

Effects of Leadership on Extrinsic Motivation
Effective leaders can also direct their followers or employees to engage in OCBs by enhancing their extrinsic motivations which are associated with their expectancies about positive outcomes of performing these behaviors. Two types of extrinsic motivations that are suggested to be positively related to OCBs are instrumentality belief and impression management. Instrumentality belief refers to "the belief that OCBs are, in general, worthwhile and valued by others" (Hui, Lee, & Rousseau, 2004, p. 315) and that they will be associated with desired tangible and/or intangible outcomes. Hui, Lam, and Law (2000) found a positive relationship of perceived instrumentality of OCB with OCB. Subordinates' perceptions of instrumentality of OCB are found to be influenced by the behaviors and leadership styles of supervisors, who evaluate the subordinates' performance and reward them (Teas, 1982). Pool (1996) found that there was a significant relationship between instrumentality beliefs and a leadership style that clarifies goals and objectives. Both transformational leaders and paternalistic leaders are likely to encourage OCB among employees by clearly defining contingent rewards and communicating information regarding which employee behaviors are desired by them and by the members of the work group. Therefore, both TL and PL are suggested to enhance employee OCB through their effects on "instrumentality related to the leader" and "instrumentality related to the work group."
The second extrinsic motivational state involved in the present study is impression management (IM). IM refers to the process in which individuals try to manage their images in the eyes of others (Bolino, 1999). As a motive, IM is referred to as the desire to avoid looking bad in front of co-workers and supervisors in order to obtain rewards (Kim, Van Dyne, Kamdar, & Johnson, 2013). IM, of course, may be a source of a variety of behaviors performed in organizational settings, where people belong to work groups. Employees particularly desire to be viewed favorably by their supervisors (Shi, Johnson, Liu, & Wang, 2013). This may be especially true for employees who work with transformational or paternalistic leaders who motivate their subordinates to reach their ideal selves. Therefore, similar to their effects on instrumentality beliefs, both TL and PL are suggested to be associated with OCBs through their effects on employees' IM motives.
Among the three extrinsic motivations included in the present research, instrumentality related to the leader and instrumentality related to the work group are expected to be positively related. It is suggested that individuals who are attentive to the cues of instrumentality as shown

by one target (e.g. the leader) are also likely to be attentive or sensitive to instrumentality cues given by another target (e.g. members of the work group). However, instrumentality belief regarding OCBs is not expected to be correlated with the impression management motive which is a completely distinct construct.

Method

Research Design and Data Collection Process

Data were obtained from a sample of 251 white-collar employees from 49 different organizations and by using multiple sampling strategies (e.g., personal contacts, universities' alumni lists). In order to increase the variance and representativeness of the sample, data were collected from six different cities located in five regions of Turkey. The overall response rate was 80%.

Data were collected using multiple sampling strategies. First, subjects were recruited through personal contacts of the first author and through the contacts of the first author's colleagues. Data from İstanbul, Ankara, and İzmir were collected personally by the researcher through these two methods. Second, the alumni of the psychology department of Koç University were contacted via e-mail and were informed about the study, data from Antalya, Kocaeli and Ağrı were provided by this recruitment channel. The surveys were sent in open envelopes which also included informed consent forms. The participants were asked to return the completed forms. The questionnaires were either sent directly to the researcher or to the contact person in closed envelopes. Participation was voluntary and confidential. Sample demographics are presented in Table 1. Participants were equally distributed in terms of gender and were generally at their thirties in age. More than half of the participants had an education level of undergraduate degree or higher.

Measures

Organizational Citizenship Behavior

OCB was assessed using the 24-item scale developed by Podsakoff, MacKenzie, Moorman, & Fetter (1990). The scale consists of five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. A sample item is "Willingly helps others who have work related problems." Participants responded to the items via a 7-point Likert scale ranging from 1 = "Strongly disagree" to 7 = "Strongly agree." The translation/back-translation process of the scale into Turkish was completed as part of a larger research project carried out at Koç University (Bayazıt, Aycan, Aksoy, Göncü, & Öztekin, 2006). The internal consistency of the full scale was $\alpha = .84$. Note that prior to collecting data for the primary study, we examined the extent to which supervisor- and self-ratings of OCB differed. Data were collected from 37 matched pairs of white-collar employees and their immediate supervisors from three different provinces in Turkey. Results from paired-sample *t*-tests revealed that ratings from the two sources were not statistically different, $t(31) = -1.55$, $p = .13$. Based on these results, self-ratings of OCB were deemed acceptable for the primary study.

Leadership Styles

PL was measured by the Paternalistic Leadership Scale developed by Aycan (2006). The scale consists of 21 items assessing paternalism across five dimensions: family atmosphere at work, individualized relationships, involvement in employees' non-work lives, loyalty expectations, and status hierarchy and authority. Responses were obtained using a 5-point Likert

scale from 1 = "Strongly disagree" to 5 = "Strongly agree." Higher scores indicated higher levels of paternalistic leadership. A sample item is "Behaves like a family member (father/mother or elder brother/sister) towards his/her employees." The internal consistency of the full scale was α = .91.

Table 1: Demographic characteristics of the participants

Parameter		Value
Age		
	M	32.01
	SD	9.04
Gender (%)		
	Male	50.60
	Female	49.40
Education (%)		
	Secondary school	3.90
	High school	28.60
	Academy	13.00
	University	43.30
	Graduate School	11.30
Positional Tenure (years)		
	M	5.86
	SD	6.42
Tenure with Manager (years)		
	M	3.62
	SD	4.13
Location (%)		
	İstanbul	31.0
	Ankara	47.7
	İzmir	5.1
	Antalya	2.5
	Kocaeli	2.5
	Ağrı	11.2
Sector (%)		
	Service	57.7
	Manufacturing	34.8
	Mixed sectors (Holdings)	7.5

TL was measured using the Multifactor Leadership Questionnaire (MLQ–Form 5X; Avolio, Bass, & Jung, 1999). The questionnaire consisted of 20 items covering four dimensions: idealized influence, individualized consideration, intellectual stimulation, and inspirational motivation. Participants rated each item using a 5-point Likert scale ranging from 0 = "Not at all" to 4 = "Frequently, if not always." A sample item is "He/she instills pride in those he/she

leads in being associated with him/her." Higher scores indicate higher levels of transformational leadership. The MLQ has been used in many studies conducted in different organizational and cultural settings (e.g., Felfe & Schyns, 2004). A standardized and validated Turkish version of MLQ-Form 5X was used in this study. The internal consistency of the full scale was $\alpha = .95$.

Trust in Leader

The "trust to supervisor scale" developed by İnelmen (2006) in Turkish was used to assess trust in leader. The scale consists of 8 items that assess trustworthiness, positional power, fairness in performance evaluation, and protection of and loyalty towards subordinates. Responses were made using a 6-point Likert scale ranging from 1 = "Strongly disagree" to 6 = "Strongly agree." A sample item is "I trust his or her requests and suggestions." The internal consistency of the full scale was $\alpha = .83$.

Intrinsic Motivations

PE was measured using Spreitzer's (1995) Empowerment at Work Scale. The scale consists of 12 items covering 4 dimensions of PE: meaning, competence, self-determination, and impact. Responses were obtained using a 7-point Likert-type scale ranging from 1 = "Strongly disagree" to 7 = "Strongly agree." A sample item is "The work I do is meaningful to me." The internal consistency of the full scale was $\alpha = .86$.

OI was measured using Mael and Ashforth's (1992) measure. The scale consists of 6 items that were rated using a 5-point Likert Scale ranging from 1 = "Strongly disagree" to 5 = "Strongly agree." A sample item is "This organization's successes are my successes." The original PE and OI scales were translated into Turkish by Bayazıt et al. (2006). Internal consistency of the scale was $\alpha = .84$.

Extrinsic Motivations

Instrumentality beliefs were measured using Hui et al.'s (2004) scale. The scale consists of 5 items. The participants reported their perceptions about the extent to which their immediate supervisors and their work group members recognize subordinates engaging in the described behaviors. A sample item is "Go well beyond the minimum role requirements of the organization." Participants responded using a 6-point Likert scale ranging from 1 = "Strongly disagree (that my immediate supervisor/work group members would highly value employees who were willing to engage in this behavior)" to 6 = "Strongly agree (that my immediate supervisor/work group members would highly value employees who were willing to engage in this behavior)." The internal consistencies for instrumentality related to work group scale and the instrumentality related to leader scale were $\alpha = .79$ and .76, respectively. Impression management was measured via the 8 item scale developed by Rioux and Penner (2001). Participants rated how important each statement is to them using a 6 point scale ranging from 1 = "Not important for me at all" to 6 = "Very important for me." A sample item is "To avoid looking bad in front of others." The internal consistency for this scale was $\alpha = .77$.

Before testing the structural model, we first assessed the fit of the measurement model. To do so, we conducted a confirmatory factor analysis with maximum likelihood estimation using the Mplus 6.0 software (Muthén & Muthén, 2007). To judge fit, we used the following criteria: χ^2/df ratio ≤ 3.0; Comparative Fit Index (CFI) and Non-Normed Fit Index (NNFI) values $\geq .95$; Root Mean Square Error of Approximation (RMSEA) $\leq .08$; and Standardized Root Mean Square Residual (SRMR) $\leq .10$ (Bollen, 1990; Hu & Bentler, 1999; Kline, 1998). The measurement model included nine latent factors (one for each variable listed in Table 1) and item parcels were used as indicators. In the case of multidimensional scales (i.e., paternalistic and

transformational leadership, OCB, and psychological empowerment), we created one parcel for each dimension. In the case of the remaining scales, parcels were created using the shared uniqueness strategy recommended by Hall, Snell, and Foust (1999). In total, there were nine latent factors and 30 item parcels.

Data Analysis and Model Testing

Descriptive statistics, reliabilities, and inter-correlations are presented in Table 2.

Table 2: Correlation matrix of the study variables	Mean	SD	1	2	3	4	5	6	7	8	9
1. Paternalistic Leadership	3.56	.82	(.92)	.74**	.22**	.65**	.18**	.50**	.37**	.16*	.18**
2. Transformational Leadership	3.26	.76		(.95)	.28**	.74**	.19**	.52**	.55**	.27**	.13*
3. Organizational Citizenship Behavior	5.69	.65			(.84)	.38**	.37**	.44**	.21**	.27**	.23**
4. Trust in Leader	4.27	.94				(.83)	.26**	.50**	.43**	.26**	.16*
5. Psychological Empowerment	5.53	.87					(.84)	.30**	.26**	.10	.07
6. Organizational Identification	3.62	.86						(.84)	.33**	.12	.22**
7. Instrumentality Related to Leader	0.92	.64							(.76)	.23**	.09
8. Instrumentality Related to Work Group	0.83	.62								(.79)	.11
9. Impression Management	5.04	.83									(.78)

Note: Numbers on the diagonal are Cronbach's alpha coefficients.
    ** Correlation is significant at the 0.01 level (2-tailed).
   * Correlation is significant at the 0.05 level (2-tailed).

The measurement model showed good fit to the data: $\chi^2(369) = 692.33$; $\chi^2/df = 1.88$; CFI = .97; NNFI = .94; RMSEA = .05; and SRMR = .05. The loadings of all factors on their respective indicators were also significant (average loading = .73). As a way of further assessing the discriminant validity among the focal variables, we also tested a series of nested models in which correlations among pairs of factors were constrained to be 1.00. A significant chi-square difference between the measurement model and the alternative model indicates that the constrained correlation resulted in poorer fit. We tested three alternative models in total, in which we placed equality constraints on the correlations between (a) paternalistic and transformational leadership, (b) psychological empowerment and organizational identification, and (c) instrumentality related to leader and to work group. However, these constrained models all had worse fit than the measurement model ($\Delta\chi^2$ was significant in all three cases). Based on these results, the measurement model was deemed acceptable and we proceeded to test the hypothesized structural model shown in Figure 1.

Similar to the measurement model, the structural model also showed good fit: $\chi^2(388) = 744.22$; $\chi^2/df = 1.92$; CFI = .95; NNFI = .93; RMSEA = .06; and SRMR = .06. However, upon closer examination, a few hypothesized paths were not significant. Specifically, there were non-significant paths from paternalistic leadership to instrumentality related to the leader ($\lambda = -.10$, *ns*), from paternalistic leadership to instrumentality related to the work group ($\lambda = .02$, *ns*), from transformational leadership to impression management ($\lambda = .04$, *ns*), and from trust to OCB ($\lambda =$

.10, *ns*). All remaining paths were significant. The structural model and standardized path estimates are shown in Figure 2.

Figure 2. Structural model with standardized path estimates.
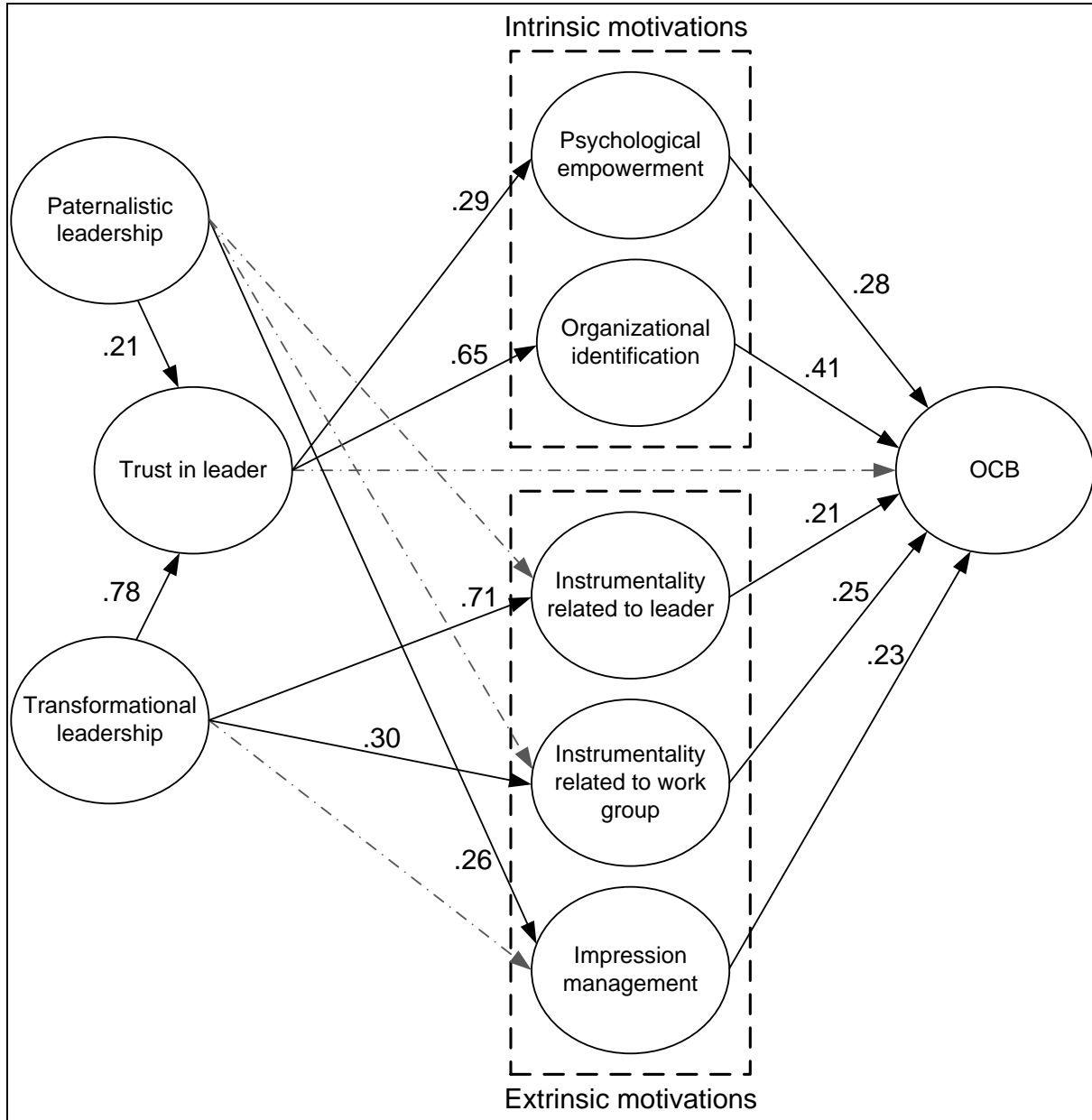
Note: All paths denoted by solid lines are significant at *p* < .05 (the paths denoted by dashed lines are not significant).

As predicted, both paternalistic and transformational leadership were positively related to trust in leader, which in turn was positively related to both intrinsic motivation variables. The leadership variables accounted for 75% of the variance in trust, whereas trust accounted for 10% and 43% of the variance in psychological empowerment and organizational identification, respectively. Paternalistic leadership was also related to impression management ($R^2 = .10$),

whereas transformational leadership was related to the two instrumentality variables (R^2 = .42 and .21 for leader and work group, respectively). Both intrinsic motivation variables and all three extrinsic motivation variables were positively related to OCB (R^2 = .41). Contrary to predictions, the direct relation of trust in leader with OCB was not significant, which suggests that relations of trust in leader with OCB are fully mediated by intrinsic motivations. Also contrary were the non-significant relations of paternalistic leadership with the two instrumentality variables and the non-significant relation of transformational leadership with impression management.

Discussion and Conclusion

The overarching goal of the present study was to develop a process model explaining the impact of leadership on OCB through motivational mechanisms. It was proposed that PL and TL would be positively related to OCB through intrinsic and extrinsic motivational processes as well as trust in leadership. The reason why PL and TL were selected was to examine similarities and differences between them. In the literature, TL has been shown to relate to positive organizational and employee outcomes (e.g., Bass & Avolio, 1993). PL, on the other hand, has been criticized in the Western literature for hampering employee autonomy, empowerment and development (e.g., Cheng et al., 2004). However, research conducted in the cultural contexts characterized by high collectivism and high power distance (e.g., Turkey) suggests that PL may be an effective leadership style (Aycan, 2006). A secondary aim of the study, therefore, was to examine the ways in which PL and TL operate in relation to a key work outcome: OCB. The proposed process model was developed based on the assumption that PL might have been an emic or, in other words, a culture-specific manifestation of TL, especially in cultural contexts characterized by high collectivism, high power distance and paternalism (e.g., Aycan, 2006; Aycan et al, 2000). While our findings suggest that PL and TL behaviors relate to similar outcomes, they probably do so for different reasons. This conclusion is based in part on our findings pertaining to *extrinsic* motivation.

The findings revealed that PL was associated with OCB through *impression management* motives, whereas TL was associated with OCB via *instrumentality related to work group*. It may be the case that paternalistic leadership is *emotional or relational* in nature. Emotional bonding is likely to be formed between the leaders and subordinates because employees are likely to feel respect and loyalty to their leaders and to view them like elder family members. When subordinates care very much about maintaining close relationships with their leaders, they are more likely to manage their impressions in order to not disappoint their leaders and to not lose their care and protection. The employee, therefore, is likely to engage in OCB being motivated by IM.

TL is speculated to be based on a *business-oriented* rather than an emotional relationship between the leader and the subordinate. Although TL was strongly associated with instrumentality related to the leader, this motivational factor did not relate to OCB. Instead, instrumentality related to work group mediated the relationship between TL and OCB. These findings might suggest that transformational leaders were successful in creating an environment in which peers recognize and appreciate OCB. In the workplace climate created by the transformational leader, recognition and appreciation coming from the members of the work group seem to be influential in motivating OCB.

The finding that PL was not related to instrumentality related to leader was rather surprising. This may indicate that paternalistic leaders are not consistent in their responses to OCB across situations. Paternalistic leaders who do not hesitate to show their feelings in the workplace may be perceived as inconsistent in their responses to OCB. Depending on the

context, the paternalistic leader may criticize one dimension of OCB but may praise or stay neutral to another dimension of OCB. Alternatively, the paternalistic leader may be recognizing and appreciating some employees for engaging in such behaviors while he or she may be criticizing or may not be recognizing others for performing the same behaviors. Researchers are strongly recommended to empirically investigate the possible link of PL with different dimensions of OCBs in future studies.

PL was not associated with OCB through instrumentality related to work group. One possible explanation is related to the *emotional* nature of the leader-subordinate relationship. Just like siblings compete for parental love, care and protection, employees compete for the love, care and protection of the paternalistic leader. In such an environment, the members of the work group may perceive OCB performed by their co-workers as a flattering act toward the leader. On the other hand, the group members may not criticize these behaviors, because such criticism would harm the family environment in the workplace that the paternalistic leader tries to create. Therefore, PL leads to neither recognition nor criticism from the work group in response to OCB, which can explain the lack of relationship between PL and instrumentality related to the work group.

The findings revealed that TL was not associated with OCB through IM. One explanation may be that the transformational leader is likely to create a professional or business-oriented environment in which individuals are evaluated by others on the basis of their contribution to the organizational and group success. In such a business context, employees are less likely to be concerned with making a good impression in the eyes of the others. They are likely to be assured that, as long as they improve their performance and work effectively for accomplishing the common objectives, they are likey to be appreciated and to be viewed positively by the work group as well as the leader. Therefore, employees working with the transformational leaders may not be strongly motivated by IM for engaging in OCB.

PL and TL exerted their influences over OCB through the same intrinsic motivational mechanisms, but again possibly for different reasons. When we apply the insights gained from the findings pertaining to the relationship of PL and TL with extrinsic motivational processes, it is possible to provide different rationale for the relationship of PL and TL behaviors with intrinsic motivational processes. While the effects of PL and TL on OCB were not mediated by psychological empowerment, trust in leader was the key variable in the relationship of PL and TL behaviors with PE. We speculate that in the case of PL, the consistency and integrity components of trust play the key role for employees to feel empowered; whereas in case of TL, which is characterized by professionalism, trust in leader's competency, communication and credibility is essential for employees' sense of PE.

Another important intrinsic motivator for OCB was organizational identification. As hypothesized, both PL and TL were related to OCB via OI. Both types of leadership were found to be successful in creating the sense that the organization was a part of the employees' self-concepts (cf. Lord & Brown, 2004). As expected, both paternalistic and transformational leaders also enhanced employees' identification with the organization when they built a trusting relationship with their followers. Similarly, paternalistic and transformational leaders exert their positive influences over employee OCB through the trusting relationships they build.

There are four main scientific contributions of the study. First, we identified key motivational processes involved in relationships between leadership and OCB. Despite the empirical evidence suggesting that TL is positively related to OCB (e.g., MacKenzie, Podsakoff, & Rich, 2001) the ways in which transformational leaders exert their influence over employee OCB had not been fully explored. The present research addressed this question by examining a process model involving intrinsic and extrinsic motivations as well as trust in leader. Second, the

study contributes to the scientific literature by examining relationships between PL and OCB. The present study was the first attempt to explore the relationship between PL, motivations, and OCB. Third, similarities and differences between PL and TL in relation to OCB were investigated. The tentative conclusion of the present study is that PL and TL are similar in terms of their effects on employee outcomes. Finally, this study is among the first attempts (e.g., Hui et al., 2004) to unveil the importance of extrinsic motivational processes in stimulating OCB.

Limitations and Further Research

One of the limitations was that the sample was moderate in size and the data was collected from organizations in Turkey. The relationship of PL and TL with various employee outcomes should be investigated with larger samples in different cultural contexts. Another limitation of the present study was the use of a single source in data collection. However, the results of our pilot study indicated that self- and supervisor-ratings of OCB did not differ significantly from one another, which is encouraging with respect to the validity of our self-report ratings in the primary study. Although this study, as well as several other studies investigating OCB, has relied on self-report data (e.g., Alge, Ballinger, Tangirala, & Oakley, 2006; Blakely, Srivastava, & Moorman, 2005), future studies should use multiple sources whenever possible. A third and final limitation is that all data were collected at a single point in time using similar methodologies (i.e., survey). Doing so may have introduced common method variance in our data (Podsakoff, MacKenzie, & Podsakoff, 2012), which can bias factor loadings and relations among latent variables (Johnson, Rosen, & Djurdjevic, 2011). One way to assess the extent to which common method variance may be present in the data is to examine relations among focal variables with a potential source of common method variance. Potential sources include negative affectivity and social desirability (Johnson et al., 2011), the latter of which we measured in our primary study using Crowne and Marlowe's (1960) scale ($\alpha = .70$). We therefore examined the correlations of social desirability with the item parcels in our measurement model. None of these correlations were greater than $r = .21$ and the average r was .11, which suggests that the influence of common method variance in our data was minimal. Furthermore, our confirmatory factor analysis results indicate that there was sufficient discriminant validity among the latent variables. Thus, it is unlikely that our observed findings are due solely to common method variance.

Future research would benefit from including organization-level factors and their effects on motivational and attitudinal processes that enhance OCB. Also, a direction for future research is to examine the propositions of the present study which speculate that PL is emotional or relational in nature, whereas TL is professional in nature. For instance, investigating whether or not PL and TL are associated with different psychological contract types for employees may be an interesting line of research that can evoke even further assumptions regarding the related but, yet, separate characteristics of these two leadership styles. In conclusion, this was a humble, nevertheless, an important first-attempt to understand through which processes leadership influenced one of the most important positive employee outcomes, namely, OCB. This study is hoped to stimulate future attempts to examine this process in more detail.

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English Abstract

Effects of Paternalistic and Transformational Leadership on Follower Outcomes

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Abstract

We investigated the motivations through which paternalistic (PL), and transformational (TL) leadership styles of managers were associated with employees' organizational citizenship behaviors (OCB). PL is common in Eastern cultures, and may be as effective as TL, which is more common in Western cultures, to elicit positive employee outcomes such as OCB. We showed that in Turkish cultural context, both leadership styles enhanced trust in leaders, and trust, in turn, enhanced the intrinsic motivations of employees to perform OCB. PL and TL were related to OCB through different extrinsic motivations. TL increased the perception of instrumentality of OCB for leaders and for work group members which was associated with actual performance of OCB. PL enhanced employees' motivation to manage their impression which, in turn, was positively related to their OCB.

Key words: Paternalistic leadership, transformational leadership, trust, motivation, organizational citizenship behaviors.

French Abstract*
Effects of Paternalistic and Transformational Leadership on Follower Outcomes

Effets de leadership transformationnel et paternaliste sur les résultats des suiveurs

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Résumé

Nous avons étudié les motivations qui relient des styles paternaliste (PL) et transformationnel (TL) de leadership des managers aux comportements de citoyenneté organisationnelle des salariés (OCB). PL est habituel dans les cultures orientales, et peut-être aussi efficace que TL, qui est plus commun dans les cultures occidentales, pour obtenir des résultats positifs des employés tels que l'OCB. Nous avons montré, dans un contexte culturel turc, que les deux styles de leadership renforcent la confiance dans les dirigeants, et la confiance, à son tour, améliore les motivations intrinsèques des employés pour effectuer l'OCB. PL et TL ont été liés à l'OCB à travers différentes motivations extrinsèques. TL augmente la perception de l'instrumentalité de l'OCB des dirigeants et des membres d'un groupe de travail, qui a été associée à la performance réelle de l'OCB. PL renforce la motivation des employés à gérer leur impression qui, à son tour, a été positivement liée à leur OCB.

Mots clés: leadership paternaliste, leadership transformationnel, la confiance, la motivation, les comportements de citoyenneté organisationnelle.

German Abstract*
Effects of Paternalistic and Transformational Leadership on Follower Outcomes

Die Auswirkungen von paternalistischer und transformativer Führung auf nachfolgende Ergebnisse

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Abstract

Diese Studie untersucht die Motivationen durch welche paternalistische (PL) und transformative (TL) Führungsstile der Manager mit dem organizational citizenship behaviors (OCB) der Mitarbeiter verbunden sind. PL ist in östlichen Kulturen üblich und kann genauso effektiv wie TL sein, welcher in westlichen Kulturen weiter verbreitet ist, um positive Mitarbeiterergebnisse wie OCB auszulösen. Die Ergebnisse zeigen, dass in einem türkisch kulturellen Kontext beide Führungsstile das Vertrauen in Vorsitzende verbessern und umgekehrt das Vertrauen die intrinsischen Motivationen der Mitarbeiter, die OCB durchzuführen, verbessert. PL und TL sind durch verschiedene extrinsische Motivationen den OCB zuzuordnen. TL steigert die Wahrnehmung der Vermittlung von OCB für Vorsitzende und für Arbeitsgruppenmitglieder, welche mit der tatsächlichen Leistung der OCB verbunden sind. PL verbessert die Mitarbeitermotivation um ihren Eindruck zu managen, welcher umgekehrt positiv mit ihrer OCB verbunden ist.

Keywords: paternalistischen Führungsstil, transformativer Führungsstil, Vertrauen, Motivation, organizational citizenship behaviors

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Spanish Abstract*
Effects of Paternalistic and Transformational Leadership on Follower Outcomes

Efectos de Liderazgo Paternalista y Transformacional en los Resultados del Seguidor

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Resumen

Se investigaron los motivos por el que los estilos paternalistas (PL) y de transformación (TL) de liderazgo de los gerentes se asocian con conductas de ciudadanía organizacional de los empleados (OCB). PL es común en las culturas orientales, y puede ser tan eficaz como TL, que es más común en las culturas occidentales, para obtener resultados positivos de los empleados, tales como OCB. Hemos demostrado que, en un contexto cultural turco, ambos estilos de liderazgo mejoran la confianza en los líderes, y la confianza, a su vez, influye en el aumento de las motivaciones intrínsecas de los empleados para llevar a cabo la OCB. PL y TL se relacionaron con OCB a través de diferentes motivaciones extrínsecas. TL aumentó la percepción de la OCB como un instrumento para que los líderes y los miembros del grupo de trabajo se asociaran con el rendimiento real de la OCB. PL incrementa la motivación de los empleados para gestionar su impresión de que además se relaciona positivamente con la OCB.

Palabras Clave: liderazgo paternalista, liderazgo transformacional, confianza, motivación, conductas de ciudadanía organizacional.

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Arabic Abstract*
Effects of Paternalistic and Transformational Leadership on Follower Outcomes

آثار القيادة الأبوية و التحويلية على نتائج التابعين

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الملخص

نبحث مدى ارتباط نموذج القيادة الأبوية (PL) و القيادة التحويلية (TL) مع سلوك المواطنة التنظيمية (OCB) لدى الموظفين. تعد القيادة الابوية الشائعة في الثقافات الشرقية فعالة في بنفس درجة الفاعلية للقيادة التحويلية المنتشر في الثقافات الغربية من حيث الحصول على نتائج ايجابية مثل سلوك المواطنة التنظيمية (OCB). بينا أن في السياق الثقافة التركية, يمكن للأساليب القيادة على حد سواء تعزيز الثقة في القائد, يمكن لهذه الثقة تعزيز الدافع الداخلي لدى الموظفين للقيام بسلوك المواطنة التنظيمي. تبين ايضا وجود علاقة بين القيادة الأبوية و القيادة التحويلية و مختلف الدوافع الخارجية. تبرز القيادة التحويلية مدى اهمية سلوك المواطنة التنظيمي لكل من القادة و اعضاء الفريق لارتباطها بسلوك المواطنة التنظيمية الفعلي. و تبين أن القيادة الابوية تعزز دافعية الموظفين لادارة انطباعاتهم, التي ارتبطت بشكل ايجابي بسلوك المواطنة التنظيمية لديهم.

الكلمات الرئيسية: القيادة الابوية, القيادة التحويلية, الثقة, الدافع, سلوكيات المواطنة التنظيمية.

Italian Abstract*

Effects of Paternalistic and Transformational Leadership on Follower Outcomes

Gli effetti della leadership paternalistica e di trasformazione sui risultati dei collaboratori

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Abstarct

Abbiamo investigato le motivazioni attraverso le quali la leadership paternalistica (PL) e di trasformazione (TL) dei manager erano associate con i comportamenti di appartenenza aziendale dei collaboratori (OCB). PL **è** comune nelle culture dell'Est, e pu**ò** essere efficace come lo stile TL che **è** pi**ù** comune nelle culture dell'Ovest, nello stimolare comportamenti positivi come l'OCB. Abbiamo dimostrato che nel contesto culturale turco, entrambi gli stili di leadership hanno stimolato un senso di fiducia, e questo ha stimolato l'emergere motivazioni intrinseche di mostrare OCB. Al tempo stesso PL e TL erano rapportate a OCB attraverso altri fattori di motivazione estrinseca. TL ha incrementato la percezione della strumentalizzazione di OCB per leader e collaboratori di gruppo associati con manifestazioni di OCB. PL ha incrementato la motivazione per stimolare le loro impressioni, che erano rapportate in modo positivo con OCB.

Kewords: leadership paternalistica, leadership di trasformazione, fiducia, motivazione, comportamenti di appartenenza organizzativa

Turkish Abstract*
Effects of Paternalistic and Transformational Leadership on Follower Outcomes

Babacan ve Dönüşümcü Liderlik Stillerinin Çalışanlara Yönelik Olumlu Sonuçlara Etkileri

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Özet

Bu çalışmada, yöneticilerin babacan liderlik (BL) ve dönüşümcü liderlik (DL) stillerinin çalışanların kurumsal vatandaşlık davranışları (KVD) ile ilişkilerinde yer alan ve aracı rol oynayan güdüler araştırılmıştır. BL, Doğu kültürlerinde yaygındır ve en az Batı kültürlerinde KVD gibi olumlu çalışan sonuçlarına daha yaygın derecede katkıda bulunan DL kadar etkin olmaktadır. Türk kültürel bağlamında her iki liderlik tipinin de lidere güveni arttırdığı ve güvenin çalışanların KVD sergilemek konusundaki içsel güdülerini harekete geçirdiği bulunmuştur. BL ve DL, KVD ile farklı dışsal güdüler üzerinden ilişkili olarak bulunmuştur. DL, KVD'nı sergilemenin iş grubu içerisindeki yararına yönelik algıyı arttırarak KVD'na katkıda bulunmuştur. BL ise çalışanların izlenim yönetimi güdüsünü arttırarak, bu yolla KVD ile olumlu ilişki göstermiştir.

Anahtar kelimeler: Babacan liderlik, dönüşümcü liderlik, güven, güdü, kurumsal vatandaşlık davranışları.

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