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<u>*EMPIRICAL ARTICLE*</u>

"Everything for family? Exploring the influences of paternalistic leadership as a multi-dimensional concept on Organizational commitment" *a quantitative study on paternalistic leadership and its influence on organizational commitment amongst Dutch multi-national employees*

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1

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Friday, 28 June 2024   1.4 Master-thesis Paternalistic leadership Luc Daniel 4913094

Table of Contents

List of Abbreviations

PL   Paternalistic Leadership

OGC   Organizational commitment

HRM   Human Resources Management

SET   Social Exchange Theory

LMXT   Leader Member Exchange Theory

SDT   Social Dominance Theory

SPSS   Statistical Package for Social Sciences

HR   Human Resources

List Of Tables

List of Figures

7

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Friday, 28 June 2024   1.4 Master-thesis Paternalistic leadership Luc Daniel 4913094

Abstract

Despite its extensive use within non-Western organizations, paternalistic leadership has been found to be severely understudied within the West. The rise in demand for employee-oriented leadership and greater fostering of organizational commitment is what prompted this research. As such, this research used the three-dimensional conceptualization of paternalistic leadership, containing benevolence, moralism, and authoritarianism to research its relationship with organizational commitment. For this, a survey was sent out to a sample of multi-national Dutch employees, asking them to rate the perceived level of paternalism within their leadership as well as its effect on their organizational commitments. The total sample size was of 127 respondents, of which 24 were removed due to not filling out the survey entirely (N=103). It was found that only benevolence had a significant positive relationship with OGC, while the other dimensions were non-significant. However, PL's construct scored a to low Cronbach's Alpha to consider its usability as a global concept in a Western context. Additionally, the dimension of authoritarianism had a negative correlation with benevolence and moralism. These findings do confirm that benevolence is a suitable dimension to enhance OGC. Yet, more research is sorely needed to study paternalistic leadership and its efficiency within a Western context.

1. Introduction

1.1 The need for employee-oriented leadership

Forbes recently released an article advocating for organizations to start embracing and stimulating the current modern driver of success, employee commitment (Sonnenberg, 2023). A handful of organizations have reported high degree of internal success, attributing it to their greater attention to one key resource, their employees. Consequently, evidence has shown that catering and fostering to employees and their commitment has a positive effect on several organizational outcomes (Randall, 1990). Despite these preachings, modern western organizations seem to struggle to promote this commitment, further reflected in the research that shows organizations are facing increased degrees of turnover due to toxicity in the workplace causing uncommitted employees (Faculty, 2023). To remedy this, Sonnenberg (2023) recommends that not only HR, but also leadership itself takes a stance in actively caring for employees. However, professionals are divided again on this front, as there is not a suitable answer as to how or what leadership can do to help this process. Due to these challenges, academics and stakeholders are increasingly searching for answers and solutions on how to create and implement a leadership type fit for a more employee-oriented workforce. In their eyes, this ideal leadership should aim to harbour commitment amongst its followers as well as promoting growth within their respective organizations (Sonnenberg, 2023). As it happens, one article presented one leadership type which may solve this problem.

At the same time, the *Financial Times* released an article which contained an interview with an influential Chinese CEO, Zhong Qinghou (Zheng, 2022). Zhong Qinghou practices and preaches the ideas of a certain type of leadership, one which could offer new opportunities for western leaders and managers; paternalistic *leadership* (PL) (Zheng, 2022). In Chinese culture, the well-being and rights of the workers are protected by their leaders, through direct involvement of the leaders for the employee's care. In return, employees show greater commitment and obedience to their leaders and their organizations. Zheng (2022) highlights the achievements Asian leaders have achieved using this paternalistic style within a variety of public and private organizations, such as within the army, technological and services sectors. While the follower-leader relationship tied to this type is not always as straightforward as it seems, in part due to its heavy contextualization, some organizational usage of PL has had tremendous positive impact on commitment amongst Asian employees (Cheng et al., 2013).

Additionally, paternalistic leaders hold a high sense of morality, and actively strive to engage in morally just behaviour to earn the respect of their followers. On the other side, Western leaders increasingly show improper attitudes at work, causing a huge loss of faith by their followers, which, in turn, causes mass turnovers (Faculty, 2023). These come in the form of countless of scandals within various public and private organizations, leading to an all-time low commitment amongst employees (eg; Parrish, 2023; Layhe, 2023). Zheng (2022) argues that PL could also show great promise for Western organizations as well, because, according to him, PL excels are increasing and minting commitment amongst employees. Alongside this, PL leaders value security and stability, making sure all aspects of an organizations have what is necessary to function efficiently. However, Zheng (2022) goes on to mention that Western leaders are unfamiliar with paternalism, causing them to also lose out on potential advantages. Thus, western professionals have turned to researchers for guidance. Researchers reported a gap of knowledge concerning PL, with some researcher pointing to the differences in leadership choice between Western and non-Western leadership within organizational contexts (Sánchez-Runde et al., 2011; Blunt & Jones, 1997). These differences have formed a stigma, leading to many Western researchers theoretically rejecting PL leadership, on the grounds of its authoritarianism undertone. Despite this, recent large empirical evidence showing the potential benefits of PL have reignited the debate (Pellegrini and Scandura 2008, Bedi 2019).

1.2 Paternalistic leadership explained and the current state of literature.

Paternalistic leadership, or paternalism, is a leadership style in which the leader uses benevolence, authoritarianism, and moralism to lead and structure organizations. In broad terms, paternalistic leadership is a leadership style where the leader deeply cares for their employees' well-being and growth (Thompson, 2013). The leader makes sure that employees have all the tools, feedback and support they need to function properly, as well as grow their skills and knowledge within the organization. However, in return, the leader expects total obedience and compliance from its followers. Followers are treated akin to children, with the "caring father/mother figure" being the leader(s) in charge. One of the main theories which rationalizes this relationship is that of social exchange theory (SET) (Jue et al., 2016). The basic idea being that, if managers put more emphasis on employees as people rather than a resource, workers would return this favour through being more productive, satisfied and committed (Pellegrini and Scandura 2008). This theory means that PL should be an efficient

tool to increase OGC. Yet, researchers have found that paternalism is not an easy concept to define (Pellegrini and Scandura 2008; Cheng et al., 2013). Rather, it is theorized to be a multi-dimensional concept consisting of three (widely accepted) dimensions which are combined under one umbrella term (Pellegrini and Scandura 2008), namely moralism, authoritarianism, and benevolence. However, different academics are using different dimension(s), or even entire definitions, of paternalism within varied studies and contexts. Due to these different understandings, some researchers have found positive relationships between PL and organizational outcomes (eg; Ünler & Kılıç, 2019; X. Chen et al., 2011), while others have found the opposite (eg; Chen et al., 2018; Mackey et al., 2021; Erden & Otken, 2019; Soylu, 2010). To cycle back to employee commitment, theoretically PL can be argued to be a predictor of OGC. PL leaders show a great deal of care for their employees. This should foster an increase in organizational commitment amongst employees due to SET. Yet, due to the disparities in results surrounding the efficacy of PL, this appears to not always be the case.

1.3 Organizational commitment (OGC) and PL

Organizational commitment refers to employees who "*feel a strong sense of commitment to a certain organization, shown through extra effort which falls outside of contractual requirements*" (Mowday et al., 1979). Employees will be more engaging when interacting with parts of an organizations as well as the people operating within it. In short, committed employees typically exert themselves more, all the while feeling more connected to the organization and its vision(s) (Angle & Lawson, 1994). As such, academics have concluded that, committed and engaged employee are necessary for organizational growth and prosperity. However, recent statistics show increase in workplace conflicts, causing mass turnover within organizations (Sull et al., 2022). What is more, employees have been found to often blame leadership for not fostering a safer environment which would value engagement. Meanwhile, academics and professionals keep advocating for leadership to under changes which would remedy this issue. However, academics, and mostly Western one, seem to unjustly discredit PL (Mackey et al., 2021).

The lack of understanding surrounding PL leads to an incorrect usage of this leadership type in sub-optimal contexts. This issue is caused by two key factors, namely: the lack of 1) empirical research done on PL and its connection to organizational outcomes, such as OGC,

especially within a Western context and 2) acknowledgement of PL as a multi-dimensional concept and the consequences this bring to the observed organizational outcomes.

1.4 Research question and outline of the research

As was highlighted in the article by Forbes, modern leadership is facing a sizeable challenge, namely, keeping employees engaged (Sonnenberg, 2023). There is an increasing demand for a modernized leadership style, along with the need to keep followers engaged and committed to the visions of these modern leaders within organizations. Researchers believe PL may be the solution to these challenges (Pellegrini and Scandura, 2008). However, most of the previous research has fallen short in both studying paternalistic leadership as a multi-dimensional concept as well as effectively working this aspect into an accurate and generalizable scale for Western contexts. Additionally, this leads to mixed results when connecting PL to OGC. Western researcher especially rejects the idea of PL, on the grounds of its authoritarian values. As such, the main research question of this paper will be:

What is the relationship between PL as a multi-dimensional concept and organizational commitment amongst Dutch multi-national employees?

As was mentioned before, PL exact conceptualization and definition vary between articles. Pellegrini and Scandura (2008) highlighted that these differences also have influence on the exact variables and their relationships that are being studied. Keeping this in mind, this paper will treat PL as it is defined within the Asian context (Zheng, 2022). Thus, PL will be treated as a three-dimensional concept, made up of the dimensions of benevolence, moralism, and authoritarianism. Further explanation for this choice will be given in the theoretical framework.

To answer this question this research will employ quantitative methods in the forms of a survey to gather empirical data on the topic. Afterwards, the data will first be used to sketch the links between individual dimensions and paternalistic leadership, as well as the individual influences of each dimension on organizational commitment. The results will then be discussed within the context of the research and a general conclusion will be given.

1.5 Academic relevance

This study impacts the current academic literature streams in three majorly separate ways.

1.5.1 Discussion and theocratization on paternalism as a multi-dimensional concept and filling the gap within the literature.

Firstly, the current PL literature has taken many different directions and utilized varying frameworks to discuss and explore this style. The meta and literature review by Pellegrini and Scandura (2008) and Bedi (2019) respectively go into extensive detail on the matter. Yet, some of the current research either fails to acknowledge the wider implication of PL being a multi-dimensional concept, or fails to effectively incorporate the either, one, two or multi-dimensional characteristics of PL into their empirical research. Some authors have tried to construct a coherent universal framework, to be used in all future research, such the benevolence, moralism, and autocratic model in Farh and Cheng (2000). However, Bedi (2019) showed that even this three-dimensional understanding of PL is not without critique. For example, one author claimed PL is a one-dimensional construct because leaders use authority and benevolence interchangeably (Jackman, 1994). As such, much of the current research runs into two issues. The first being that these theoretical debates take priority over empirical research, especially in Western contexts, meaning that many of these theoretical ideas are not empirically researched. The second, is the often lack of acknowledgments on the ambiguous nature of PL, which causes different researchers to reach a wide array of different conclusions using either different dimensions or entirely different conceptualization of PL. This study will aim to close this specific gap, by both theoretically discussing the contested conceptual nature of PL as well as empirically studying it as a multi-dimensional concept within an organizational context.

1.5.2 Culture gap

Secondly, in the meta-analytical review on PL by Bedi (2019), it has been shown that a large part of the current PL research has been done within collectivistic cultures such as Asian and Middle Eastern culture. These cultures are quicker to use this leadership type, as its ideas are easy to combine with the pre-existing values and norms, such as benevolence or authoritarianism. As such, this leadership type is widely used, and researched, within Asian,

middle Eastern and Latin American settings. Additionally, for the small family-owned business this style even seen as the norm. On the opposite end, Pellegrini and Scandura (2008) suggest that much of the research investigating PL within a Western perspective is focused on the theory of PL. This is surprising, considering that much of the paternalistic ideas and theories started out within the West almost 2 centuries ago (Thompson, 2013). The leading explanation for this disparity comes from the individualistic vs collectivistic debate (Campion & Wang, 2019). According to current literature, diverse cultures bring about different leadership needs. Additionally, the difference in leadership needs also influences how leaders are perceived within various cultures (Ensari & Murphy, 2003). As such, leaders operating within collectivistic cultures put emphasis on aspects such as harmony, loyalty, and leader support. While leaders operating in individualistic cultures promote self-interest, self-promotion, and autonomy in their followers. Following this line of reasoning, most of the Western literature often rejects paternalism on the grounds of its authoritarian and more involved approach, as touched upon by Pellegrini and Scandura (2008). Citing that this style is not compatible with Western norms and values. However, the academic literature is limited when it comes to empirical data researching this claim. This makes transferring the outcomes of PL studies between cultures difficult. A study which proves the merits of PL within a certain culture, may not work as well in another one. As such, this research will also offer empirical data from a Western and individualistic perspective to further enrich the current literature and facilitate cross-comparison of PL and its outcomes between cultures.

1.5.3 Bridge the gap on lack of knowledge of the relationship between OGC and dimensions of PL

Finally, as was explained above, the specific effect of the different dimensions of paternalistic leadership on OGC remains unclear/mixed. Nonetheless, the theorized multi-dimensional nature of PL insinuates that each dimension, when studied separately, may have a potentially different impact on certain organizational outcomes, such as, for example, OGC (Bedi, 2019). Pellegrini and Scandura (2008) already presented this idea in their literature review, citing that several studies found different significant relationships, both negative and positive, between PL and certain organizational outcomes. However, upon closer inspection, it could be noted that these authors studied PL through the usage of one, two or multiple of its dimensions. This implies that combining all dimensions into one concept, or even changing

them, could have a major impact on the relationships studied. Commitment and trust amongst employees seemed to be specifically vulnerable to variance depending on which dimension was used. In fact, the meta-analytic review by Bedi (2019) touches upon this very phenomenon. Bedi (2019) goes on to explain that several theories, such as social exchange theory, social dominance theory and others have been used to explain the dynamics between PL's dimensions and organizational outcomes. However, much of these results lack generalizability due to the disparities in methodologies, as discussed in the introduction. While some of the current research has already turned to studying the relationships between dimensions of PL and organizational outcomes, this research will aim to further reduce this ambiguity by empirically studying the chosen dimensions of PL and their relationship with OGC.

1.6 Practical relevance

Practically, this study provides several benefits. Firstly, the largest practical relevance of this study lies in the reported effectiveness of PL by employees in an organizational and HR/managerial context. If PL is reported to be a useful style by the respondents for increasing their organizational commitment, it would be advantageous for current managers and HR departments to promote this style. However, as was highlighted by Fard and Cheng (2000), not every dimension of PL has a positive relationship with OGC. Consequently, this study hopes to also emphasize which aspects of PL are relevant for modern organizations, and which ones could better be ignored. As such, this research will provide insights into which dimensions of PL work and interact with employee outcomes. This will benefit future leaders who are considering employing PL techniques within their contexts.

Following up on this, the other practical benefit of this study lies in the explanation of employee and leader dynamics. As made evident in the introduction, organizations are struggling to find suitable leadership styles which can keep employees engaged. Through the theories which dictate the relationship between PL and OGC, this study hopes to further assist organizations in finding aspects of PL which could have a positive impact on employee commitment. Additionally, this will also have a spillover effect on turnover, as engaged employees typically remain within organizations (Memon et al., 2016). This will help tackle the increasing turnover issue organizations are facing, as per the introduction. Finally, organizations are also struggling with unsafe and hostile workplaces (Parrish, 2023; Layhe,

2023). This study hopes to show that some of the elements of PL could be used to remedy these unsafe environments.

1.7 Societal relevance

Socially, this research will provide several benefits. The first, and largest contribution, is the promotion of PL research, especially within the Western context. As was mentioned in the work of Aycan (2006) and Pellegrini and Scandura (2008), PL research has reached a stage of slight stagnation within Western academia. A sizeable amount of academics has turned their resources to study other popular types of leadership such as transformational and transactional leadership. However, this study hopes to move PL research forward by providing new insights surrounding this style with the use of modern data. Tying into this, the second contribution in of this study, is the much-needed attention for an also more ethical form of leadership. As mentioned in the opening paragraph, many Western organizations are plagued by harassment claims, unsafe work environments and more (Parrish, 2023; Layhe, 2023). PL also holds a powerful sense of morality and ethical behaviour. An aspect which would be suitable to tackle the sometimes-inappropriate behaviour of leaders in modern Western organizations.

Lastly, PL also holds some benefit in the form of increased employability for employees. Namely, paternalistic leaders also put a heavy emphasis on the training and supporting of their workforce, namely through the dimension of benevolence (*Paternalistic Leadership | Health Assured*, 2022). Through this dimension, PL leader may positively influence the employability of its followers, in part through increase supported and attention. Recently, Van Harten et al. (2020) in an article on the employability of employees, have shown that employees with up-to-date experience and skills are a valuable resource for organizations. Employable employees allow organizations to be more competitively viable as well as being better at handling market changes. As such, PL, trough the dimension of benevolence, will help improve the employability of employees.

Friday, 28 June 2024   1.4 Master-thesis Paternalistic leadership Luc Daniel 4913094

1.8 Reading guide

To conclude, there is a clear demand, both socially and academically, for additional research on PL and its different dimensions as well as the degree of effect on organizational outcomes. This article will be structured as followed. Firstly, the theoretical framework will provide an explanation of the key ideas within this research. This will include an in-depth look at all three theoretically recognized dimensions of PL as well as the other viewpoints surrounding this style by other authors. Presented alongside it will be a clarification of organizational commitment and its expected relation with PL. Secondly, a methodology of the research as well as the choices made for data gathering will be presented. The justification for the used scales will also be presented. Additional information such as the used scales and metrics will be included in the appendixes. The third part will consist of a results section in which the findings will be discussed as well as their theoretical and practical implications. These results will then be compared to previous findings for an overall conclusion. Following this, several key pointers and insights will be given which could benefit future research in PL. Finally, the last paragraph will be dedicated to a reflection and conclusion on the overall research process as well as its outcomes.

Friday, 28 June 2024   1.4 Master-thesis Paternalistic leadership Luc Daniel 4913094

2. Theoretical framework

2.1 The historical development of Paternalism as an organizational leadership type

Compared to other leadership types, PL's history within the academic stream has always been erratic. With the debate either stagnating over certain details or dying down in favour of other leadership types. However, two key works prompted the renewal of the PL debate, these are the literature reviews by Pellegrini and Scandura (2008) and Bedi (2019). The main issue, as shown by the authors, is that the academic literature of PL takes different directions when it comes to conceptualizing, empirically studying and utilizing PL. This has made practical applications of this leadership type, especially within cultures with little empirical research on the matter, such as individualistic cultures, contestable at best. However, before this can be researched, the past development and theories that make up the current research must be briefly discussed.

As was highlighted within the introduction, the idea of a paternalistic leader leading an organized group of individuals has been known for quite some time (Thompson, 2013). The main idea follows that of a "caring mother/father" who fully dedicates their time and effort to providing the best possible comfort, health, and security for their followers. In turn, the followers are "expected" to respond in kind by dedicating themselves fully to their leader(ship) and its goals. However, this type of leadership would remain theoretical and empirically unexplored. That is, until the start of the industrial revolution and the birth of organizational sciences. Pellegrini and Scandura (2008) goes on to explain that initially, academics were embracing the idea of a paternalistic type of leadership within organizations. Authors such as Munsterberg (1913) argued that positive psychological reinforcements, and active involvement with workers, would lead to an increase in economic efficiency on the work floor. These ideas prompted the rise of various organizations and leaders who applied paternalistic ideas in their environments. The first closest case of PL as the theory envisioned it, was its use by Henry Ford the world-famous American entrepreneur and founder of *"Ford Motor Company."* Who, at the time, employed several unorthodox organizational management strategies which revolutionized *Ford Motor Company* and entrepreneurship (Humphreys et al., 2014). Workers at *Ford* enjoyed an almost 100% increase to their pay compared to the national standard as well as being treated with care and respect within the company. This prompted workers to adore

Ford akin to a father figure. That said, there were no exact guidelines for how a leader could, or should, use this paternalistic style. This left much of the exact specifics open to individual interpretation by the leaders themselves. However, as this type of leadership gained popularity, one of the most famous sociologists of that time, Max Weber, gave a critical view on the ideas behind PL.

In the book "*The theory of Social and economic organization*" Max Weber *(1947)* claimed that this leadership type was a perfect example of traditional domination. In his eyes, current leaders were only receiving the respect of followers because of their position, not because of who they were as individuals. Max Weber strongly opposed this system, instead advocating for a perfect and fair bureaucratic system for all organizations. Rules, hierarchy, and structure would play a significant role within this new bureaucratic system. He claimed that paternalism would lose out to this more rational, and guidelines focused type of organizational structure. In part due to his ideas, PL would eventually fade out of favour. This resulted in research into paternalism dying down within the Western academic community in favour of other leadership types such as transactional or transformational. However, during the 1960's and onward, Western academics started to renew their research into this type by visiting and studying third world countries in which PL took a crucial role, as told in the article by Farh and Cheng (2000). This process kickstarted the extensive research into PL once again, as research tried to discover if PL could be a legitimate and viable leadership type within an organizational context. Yet, since then, the research has taken different directions when conceptualizing and studying PL. These differ to such an extent, that the current literature could also be divided into specific ideological groups. While no concrete and widely accepted distinctions have been made (so far) between each of these groups, this research will be the first to divide the PL literature into three clear streams.

2.2 Paternalistic leadership: An ever-changing concept

"The principle or system of governing or controlling a country, group of employees etc. in a manner suggesting a father's relationship with his children"- Webster's (1975)

"The role of the supervisor for providing care, protection, and guidance to the subordinate both in work and non-work domains, while the subordinate, in return, is expected to be loyal and deferential to the superior"-Aycan, Z. (2006)

"(PL) combined strong discipline and authority with fatherly benevolence and moral integrity"- Farh and Cheng (2000)

The literature of paternalistic leadership is divided by many different contextual factors and interpretations. As such, the amount of theoretical knowledge is vast, with several authors having given their own understanding of paternalistic leadership and its inner workings. However, as Pellegrini and Scandura (2008) pointed out, the empirical research, is lacking behind. The literature does not have a fixed framework to study this leadership type, leading to great disparities within the research depending on the conceptualizations that are used in each article. This research will divide the current literature stream into three distinct groups, as well as settling on one of them being the key point of this study. It should be noted that these groups are not academically recognized (yet), rather they form a collection of common ideas and theories seen within the PL literature by the author.

2.2.1 PL as a singular all-encompassing concept

The first group is the least substantial and discussed group out of all the PL literature. This is, in part, due to the already large availability of information and the advancements made within the academic sphere of PL. This group belongs to academic articles, researcher and even practitioners of PL who treat this style as a singular concept. This entails that PL is either used, studied, or explained as being a fixed global concept.

A good place to start this lengthy look into the first group of PL would be the article of Uhl-Bien et al. (1990), who studied paternalism and investment processes within Japanese companies. The research is a bit outdated, with some of the theory being based on even older models. Yet this is a prime example of how PL research used to be done, with it being treated akin to any other leadership type. Interestingly, Uhl-Bien et al. (1990) already pondered about

the use of paternalism within American contexts, going on to say; *"What is the American analogue of company paternalism?"*. In short, this article reflects the state of PL research back then, with it treating PL as just another observable concept.

Another, more recent example of this usage is in research conducted by Laub (2005). In it, organizational health was measured depending on the attitudes and behaviours of the leader within said organizations. Similarly to Uhl-Bien et al. (1990), Laub (2005) barely touches upon the differences within paternalism as a concept. Additionally, Laub (2005) even separates the authoritarian style and paternalistic style separately. This is an odd choice, as the research by Farh and Cheng (2000) amongst others has clearly shown that authoritarianism is, at least in part, integral to PL.

A final article which best shows the erratic nature of PL's conceptual understanding is the research of Ünler and Kılıç (2019). In this research, the authors aimed to discover the relationship between PL and affective commitment as well as job satisfaction through positive and negative affectivity. This article took an unorthodox position regarding its usage of PL, compared to the rest of the literature. However, Ünler and Kılıç (2019), compared to most of the older academic articles within the PL stream, did have a more extensive reflection on the conceptualization of PL within its theoretical framework. The first point touched upon by Ünler and Kılıç (2019) is the difference between the Western understanding of PL and the Asian understanding. The Asian perspective focuses more on PL as a valid and frequently used type of leadership, while Western academics see it as an extremely niche type. In the second part of its framework, Ünler and Kılıç (2019) go on to mention some of the key works within the PL literature, hinting at the different conceptualizations of PL. However, Ünler and Kılıç (2019) aimed to discover the link between their variables within a Turkish context. Thus, most of its theocratization was done through the lens of Middle Eastern culture.

As such, the authors deemed it best to employee the conceptualization of PL made by Aycan et al. (2013). The conceptualization used in that study was, according Ünler and Kılıç (2019), validated for high power distance cultures such as Türkiye's. Upon further inspection, the scale in Aycan et al. (2013), was based on a research paper made by the same author years prior (Aycan, Z. 2006). Zeynep Aycan is an influential figure within the PL literature, as her work is often cited in a large part of the current academic stream. Much of her work covers not only paternalism itself, but also the different conceptualization of it. However, what makes this

author unique, is that in Aycan, Z. (2006), the author mentions that PL has five "aspects/behaviours" that can be used to conceptualize PL, namely:

1. *Creating a family atmosphere in the workplace*
2. *Establishing close and individualized relationships with subordinates*
3. *Getting involved in the non-work domain.*
4. *Expecting loyal*
5. *Maintaining authority/status*

While Aycan, Z. (2006) never specifically uses a categorical term for these behaviours, Aycan does do it in its own future research of Aycan et al. (2013), where its specifically referred to as "*dimensions*" on page 963. Jumping back to the article of Ünler and Kılıç (2019), this would mean that its conceptualization was based on these five different dimensions. During all these jumps between said conceptualizations, the contested nature of PL is acknowledged, to some degree, yet goes unexplored in the theoretical and analytical sections of Ünler and Kılıç (2019). In the eyes of the author, this example is a perfect illustration of this debate. However, this study does not aim to critique the choice of the authors or other academics in the field of PL. On the contrary, the difficult spot of PL along with the lack of empirical evidence, makes it useful to cut slight theoretical corners in favour of getting actual data. As was argued by Pellegrini and Scandura (2008), PL literature benefits from additional statistical evidence, Western or not. Yet this study argues that the different uses of conceptualization by the authors may lead to different outcomes if the dimensions or concept were changed slightly all the while being applied to the exact same observed sample and environment. This is supported by a vast array of works, who took a different approach to conceptualizing PL.

To conclude, this first "group" of academics make up a majority within the older PL academics. While most of this conceptualization has faded out of favour, some authors still prefer to make use of scale and metrics who treat PL as an all-encompassing concept. While the validity of using this conceptualization as a starting point can be debated, it remains crucial that PL researchers clearly argue why certain conceptualizations or metrics are used and how these may influence the data obtained.

2.2.2 PL as a uni or duo dimensional concept

The second group of academics go a step further compared to the previous group; in that they were the first to highlight the possibility of PL being more than just a singular all-encompassing concept. Before discussing this group as well as the third one, it is important to note that both these group hold major differences over the first. The biggest difference lies in the use of "dimensions" which constitute PL, which have been theorized by the academics within this group. As this was one of the first instances where PL was studied as a multi-dimensional concept, these groups laid the groundworks for the modern theoretical understanding of PL.

When studying the uni-dimensional advocate group 2 key works stand out as proposed in the review by Bedi (2019). Those being the empirical research by Wagstaff et al. (2015) who used the theoretical basis of the book by Jackman, M.R. (1994). As described in the theoretical framework of Wagstaff et al. (2015), paternalism can be understood as being an expression of status exchanges. Inspired by Jackman, M.R. (1994), and surprisingly also what Weber (1947) hinted at eight decades ago, the exchange between a follower and a paternalistic leader solely rests on the affirmation and idealization of their difference in status. Following this train of thought, control, and benevolence, are used in tandem by the leader according to this group. Meaning that PL has different dimensions to it, but all these can be explained as an expression of status. This study wagers that this viewpoint is a bit shortsighted, however is not without potential merit. The link between Weber's (1947) earlier work and between the works of Jackman, M.R. (1994) and Wagstaff et al. (2015) may hint to the possibility that PL is only an exchange of status between individuals, akin to many other leadership types. However, too little research has been done on this subject to empirically prove it is worth outside of specific contexts and broad theocratization. What's more, much of the research done by Farh and Cheng (2000), Aycan et al. (2013), Aycan, Z. (2006) and many others show that the dimensions which make up PL, whichever or how many those may be, have a definite impact on certain organizational outcomes, which further has been empirically shown in these works. As such, this research believes that while this sub-group has some merit for research that holds up even today, its understanding and usage of PL as a uni-dimensional concept is not fitting to find a generalizable definition of PL fit for empirical observation.

The second part of this group is much more influential, and rivals even the third group in usage and frequency within PL research. This group considers PL to be a duo-dimensional concept. Notably, this two-dimensional conceptualization is what brings about the first significant difference within PL literature. The author has found that different works employ two different dimensions for each different article. This means that compared to the previous groups which were homogeneous, this groups have a much higher degree of heterogeneity. While various authors have used different interpretations of these 2 dimensions, this study will briefly mention some examples.

The first, and best example, is giving by the work from Aycan (2006). As was mentioned previously the author found that there are two types of paternalism the literature could be divided into, namely benevolent and exploitative paternalism. The author goes on to describe that a paternalistic leader uses the main aspect of benevolence for two varied reasons. The first being *benevolence,* in which the leader's main concern is the health and welfare of their employees. In contrast, the *exploitative* type entails that the leaders care and nurtures its employees, but for the sole purpose of eliciting obedience and compliance to achieve organizational goals. This work is often cited in the literature, all be it with some scepticism. For example, Humphreys et al., (2014) mentions that this model is appropriate, yet incomplete and lacking a key aspect. Humphreys et al., (2014) go on to explain some leaders also employed a form of libertarian paternalism. In it, the leaders nudge followers to make better choices for themselves. While this is also a semi-viable standpoint, its theoretical basis is severely lacking compared to that of Aycan (2006).

Another good argument was made within the empirical study by Fu et al. (2013). Fu et al. (2013) went on to argue that the dimensions are interchangeable and as such one, two or even three can be studied simultaneously. For that paper, PL was analysed through the lens of authoritarianism and benevolence. Unsurprisingly, in that paper authoritarianism was found to have a negative effect on performance as well as other variables within their framework. While the other results are also notable, this link stands out. This finding, according to Fu et al. (2013), implies (in part) that paternalistic leaders could put emphasis on certain dimensions of PL to achieve more favourable organizational outcomes. However, and most notably, a large part of the research which analyses PL has a duo-dimensional concept, often end up borrowing two of

the three dimensions from the model by Farh and Cheng (2000), one of the most influential works in the entire PL literature steam.

To conclude, these two groups already conducted more theoretical debates and study than the group treating PL as a singular all-encompassing concept. That said, this group sees a great deal of divergence between the use of these two dimensions, as well as the understanding and influences of said dimensions on organizational outcomes. For example, the paper by Fu et al. (2013) made use of authoritarianism as one of its two dimensions. Unsurprisingly, this led to a negative relationship with its variables. However, the paper by Zhang et al. (2010) made use of moralism and benevolence and found much more favourable results. Yet, this research still believes that these two groups fall short from painting a full picture for PL. This is argued trough two findings, namely that 1) most works borrow the dimensions from Farh and Cheng (2000) with sometimes too little reflection on the implications of studying two of the three dimensions in a vacuum and 2) the decisions of doing this causes a great disparity within results. As such, the author believes that the last group of PL literature is the most theoretically suited to empirically study PL and its effects on organizational outcomes.

2.2.3 PL as a multi-dimensional (three or more) concept, and this research's main theoretical argument

It is difficult to deny that this last group is the most influential out of the three streams of PL literature. This group conceptualizes PL as a multi-dimensional concept, meaning it has three or more dimensions. Most of the research into PL uses this three-dimensional conceptualization of PL, although the exact dimensions used differ slightly per research. However, before diving into the most prominent works within this group, it should be noted that there exist another niche literature group that conceptualizes PL with more than three dimensions. However, this study dismisses these articles, as in the author's view, employing more than three dimensions further adds confusion to the conceptualization of PL. Secondly, there is not enough articles yet that explore this possibility. Additionally, using more than 3 dimensions leads to the different dimensions being extremely varied conceptually, that they could also be studied as separate leadership styles all together. As such, the tri-dimensional conceptualization of PL, will be the leading viewpoint within this research.

The single most crucial work within this group, and even arguably PL literature at large, is that of Farh and Cheng (2000). Farh and Cheng (2000) conducted extensive empirical, theoretical, and historical research within Asian contexts as well as Chinese organizations to fully encapsulate how PL could be conceptualized. Additionally, this specific chapter even analyses sources from a vast array of various sources, not just Asian ones. While it is labelled as a cultural analysis by the authors, the empirical and theoretical work done was impressively extensive. Due to this impactful research, its conceptualization and models are still quoted in the most recent literature within the PL stream (eg: Ünler and Kılıç 2019; Bedi 2019). Extensive explanation into the historical aspect of PL has already been given, as such this research will start of its analysis by presenting one of the final models of the paper.
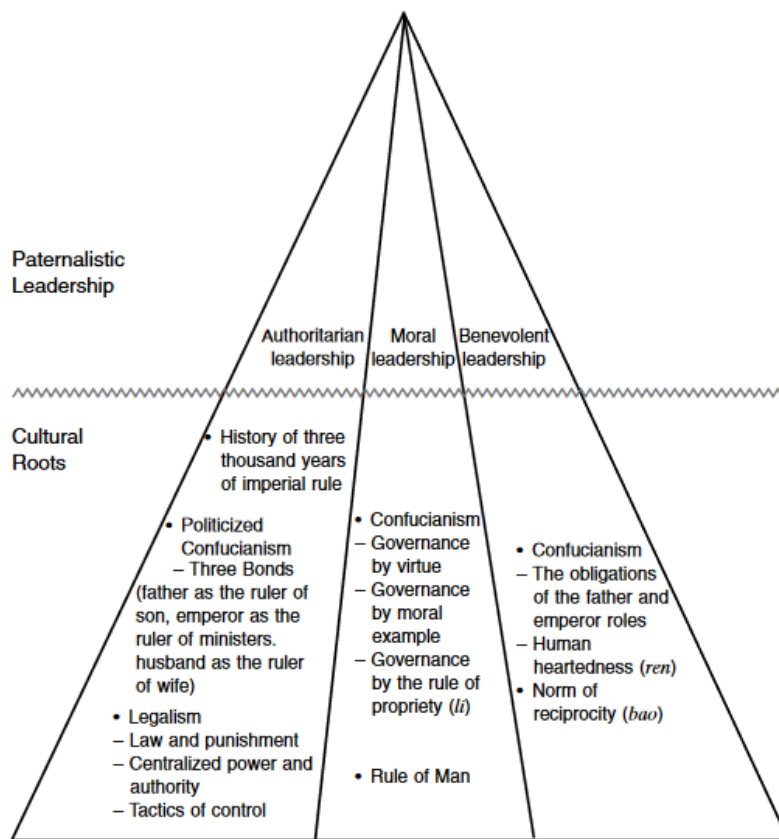
Figure 1. Dimensional conceptualization of paternalistic leadership taken from Farh and Cheng (2000)

Before tackling each dimension shown in figure 1, one important matter must be highlighted. Farh and Cheng (2000) mention that the three dimensions that make up PL could be categorized as leadership styles on their own. However, judging by the extensive work made by the authors in this field, it has become clear that most leaders make use of some, if not all,

26

dimensions when practicing PL. As such, while this research acknowledges the possibility of these sub-styles existing in a vacuum, it deems it unlikely that leaders employing one of them does not also make use of the others, if not all of them.

Keeping this in mind, each of these dimensions will first be substantiated, followed by a theory which establishes the effects these dimensions have on employee's commitment.

Benevolence

According to Farh and Cheng (2000), leaders who find themselves in a position of power, must treat the "weak", in other words, those without power positions, with kindness and compassion. While this benevolence can take many forms, its core principle lies in the active promotion and growth of follower welfare. In return, followers are "expected" to return the favour through obedience and loyalty to the leader and its cause. Farh and Cheng (2000) go on to mention that this relationship is no symmetrical, meaning that there is room for interpretation and negotiation on how this relationship should be formed. Additionally, this benevolence may not always be in line with the psychological needs of the employee. The leader may for example put heavy emphasis on growth and employability, while the worker may prefer stability and security. However, regardless of the exact context, the theory of social investment and social exchange dictates what the internal dynamics of this relationship is. Commitment is made by both parties which entail a continuous back-and-forth exchange of favours and deeds. Consequently, this specific dimension is seen a positive light in most PL literature, with it often being used in empirical research as shown above.

Moralism

This second dimension, *moralism,* is the most culturally sensitive out of the three dimensions. Farh and Cheng (2000) go on to explain that a moral leaders should lead with virtue and behave in an honourable manner. The philosophy behind it is that a leader may not call themselves a leader if they do not act accordingly. However, the morality aspect is severely culture bound, leading to this dimension being often swapped or put under the aspect of benevolence as one umbrella term. Yet, the morality aspect has the potential to yield even greater benefits than benevolence. According to Farh and Cheng (2000), a moral leader is easier to associate with and employee would be more willing to sacrifice themselves for the leader's vision. Going even further, a moral leader would stimulate and encourage moral behaviour of

Friday, 28 June 2024   1.4 Master-thesis Paternalistic leadership Luc Daniel 4913094

its followers, leading to a safer and positive environment. Finally, it makes it easier for followers to identify themselves both with the leader and its vision.

Authoritarianism

The last dimension is the, as shown by Farh and Cheng (2000), the most controversial out of all three dimensions. PL leaders often make use of hard forms of power and authority to run their organizations. Authoritarianism seems most sensitive to individual leader's traits as well as the overall norms of values of specific societies and groups. Farh and Cheng (2000) already showed through historical changes, that Western societies do not prioritize, and often reject, the ideas of authoritarianism within its literature. On the other side, Chinese culture is heavily patriarchal, and as such makes widespread use of authority within and outside its organizations. While heavily contested, it cannot be denied that leaders and specifically paternal ones are susceptible to make use of this dimensions. As such, Farh and Cheng (2000) argue that PL is not complete without this dimension as well. Unsurprisingly, such an extreme dimension brings about extreme consequences in behaviour for employees. Meaning it has been negatively perceived amongst Western academics.

Theoretical differences in the understanding of PL

While the conceptualization of Farh and Cheng (2000) is very extensive and theoretically sound, not all researchers appear to agree on this front. The conceptualization made by Aycan (2000) has been found to be used as much as this one. Yet, Aycan (2000) makes little use of the theoretical ideas behind the tri-dimensional conceptualization. No clear explanation is given as to why this is, yet Aycan (2000) acknowledges the throughout empirical work done by Farh and Cheng (2000) calling it an *"excellent discussion"* (page 455, Aycan 2000). Still, these two authors remain theoretically distant, as shown in the review by Pellegrini and Scandura (2008). Pellegrini and Scandura (2008) go on to explain that these two dominant conceptualizations of PL have grown further apart from each other over time. With Farh and Cheng (2000) focusing more on the cultural influences of PL, while Aycan (2000) places a bigger emphasis on the organizational dynamics behind PL. They both also show that the only theoretical agreement between both sides is that PL is underexplored within the Western context. As such, both sides often put into question how well their ideas would transfer to a Western context. However, Pellegrini and Scandura (2008) argues that Fard and Cheng's

(2000) definition may lack coherency due to the great differences in content of each dimension. While Aycan (2000)'s lacks construct clarity due to its conceptualization being slightly altered within its other works (Aycan 2006). The extensive review and research by Bedi (2019) opted to look at both again, using their research and comparing results within other PL studies. Farh and Cheng (2000) was found to have strong positive results in some studies, while other measures produced stronger correlations in other cases. Despite this, Bedi (2019) did not provide a solid answer on which construct of PL was best suited and advocated for more research.

To conclude, Farh and Cheng (2000) work on PL is vast, covering various aspects from the cultural to practical. However, the authors main argument remains that PL is a tri-dimensional concept made up of benevolence, moralism, and authoritarianism. While the exact validity of this conceptualization of PL is still debated upon, its undeniable influence can still be seen within the modern PL literature. As such, this research will use this theory as its basis for its understanding of PL. Table 1 shows an overview of each group as well as their theoretical content.

Friday, 28 June 2024   1.4 Master-thesis Paternalistic leadership Luc Daniel 4913094

Table 1

The three groups which constitute PL research.

How PL is treated within each group	*Characteristics of the theories within each group*
2.2.1 PL as a singular all-encompassing concept	- PL is seen as an all-encompassing concept. - A rigid style with no real clear sub-dimensions - Singular definition
2.2.2 PL as a uni or duo dimensional concept	- PL seen as a style with one or two sub-dimensions. - Dimensions differ between authors. - Employ one core definition which branches off depending on dimensions used.
2.2.3 PL as a multi-dimensional (three or more) concept as this research's main theoretical argument	- PL seen as style made up of three very distinct dimensions. - Most widely accepted are benevolence, moralism, and authoritarianism - Three dimensions may be changed, but often still closely resemble the three above

2.3 Organizational commitment (OGC)

Organizational commitment has long been the focus of, not only leadership research, but also management and organizational sciences (Mowday et al., 1979). The theoretical debate on this employee outcome is quite extensive, with different authors having brought in numerous varying nuances over the years. Diving into every single viewpoint and theory would be too great and fall outside of the scope of this study. Instead, this study will use the main theoretical basis and explanation of one prominent work, while substantiating this viewpoint with insights from other additional works.

While the nuances behind OGC are still ever changing within the literature stream, the general basis of the concept remains like this day. One work which is often cited in the majority of OGC research is that of Mowday et al., (1979). In this short article, both authors briefly discuss the theoretical standings of OGC in a compact and concise manner. While the research is four decades old by now, it is the simplicity and concrete work by these authors that makes this article remains theoretically valuable after all this time. Within the article Mowday et al., (1979) categorize OGC as: "*the relative strength of an individual's identification with and involvement in a particular organization*". This identification can be categorized further by three varied factors:

1. *A strong belief in and acceptance of the organization's goals and values*
2. *A willingness to exert considerable effort on behalf of the organization.*
3. *A strong desire to maintain membership in the organization.*

In short, the employee is committed to whichever organization they are contractually based in and is willing to show this commitment through direct actions and behaviours. It is important to note however that for OGC to be present, it should be observable by an independent outsider, according to Mowday et al., (1979). Employees who report a high sense of OGC will not only announce it to other individuals, but also physically show it through certain behaviours and actions over a prolonged period. Mowday et al., (1979) go on to explain that this definition allows this concept to be interpreted as something that stands separate from job satisfaction. Other authors often confuse job satisfaction and OGC as being the same. In Mowday et al., (1979)' eyes, OGC should be stable over time. When employees are inquired about their job satisfaction, their responses may change depending on several factors such as

their mood, psychological or physical state and so on. However, OGC should be seen as a commitment to the organization, and not as a commitment to an employee's function. As such, when gauging OGC and job satisfaction, typically OGC is less volatile. Yet, OGC is not entirely fixed and may change depending on certain contextual developments. Albeit these changes typically take time to influence OGC significantly. To conclude, the theoretical definition of OGC appears to be straight forward. However, despite the immense validity of Mowday et al., (1979) 's work, the article remains four decades old. Since then, the management and business sciences have seen many shifts and changes. One author which fittingly highlights these changes is the theoretical review by Swailes (2002).

In this paper, Swailes (2002) aim to provide additional theories and insights for the understanding and measurement of OGC. The first finding in the recent literature has been the notion of "real" commitment. In short, a link has been found between OGC and the inherent values and norms of an individual. As such, OGC now not only entails economic and contractual obligations, but also extends to a deeper connection between an employee's norms and values and the organization's ones. Organizations, or leaders, who capitalize and promote this connection have seen an even higher degree of OGC amongst its employees. This, amongst other developments, led to a shift in commitment theory, in which differences were made between economical commitment and relational commitments. These were further elaborated upon by Meyer and Allen (1991), leading to a three-model conceptualization of OGC. This three-model conceptualization remains, to this day, one of the primary metrics for measuring OGC within organizational sciences. As such, this study will employ the primary viewpoints of Meyer and Allen (1991) to conceptualize and study OGC. However, one thing needs to be acknowledged before proceeding in studying the relationship between PL and OGC. This being that there are an enormous array of meanings and conceptualization of OGC present within the literature. That said, the multiple of research conducted by Meyer and Allen (1991) present a strong empirical and theoretical base for upon which countless articles have been based. However, there are a wider range of available, and viable, conceptualizations and metrics of OGC. Yet, authors such as, Swailes (2002), agree that the validity of Meyer and Allen (1991) remains highly relevant to this day. That is why the author opted to use this conceptualization as its pivotal point of focus. Its throughout testing and extensive theoretical analysis makes it one of the most reliable conceptualizations of OGC within the current literature.

2.4 Paternalistic leadership and its influence Organizational commitment: social exchange theory as an explanation

When it comes to linking OGC to PL, the literature runs into a couple of issues. These include mixed empirical results and findings, differences in conceptualization as well as context bound outcomes, all of which make the generalization of the relationship difficult. However, OGC, as explained above, needs to be either maintained or, preferably, even stimulated amongst employees within organizations to foster a productive environment. This variable is often connected and researched alongside PL, as one of PL's primary goals is to foster commitment and loyalty amongst its followers. Yet, the relationship between these two variables has yet to be reliably explored within a Western context. There is a sizeable amount of research already done on the matter, which revealed several important insights. These will serve as the theoretical explanation to discover the relationship between the two variables within this study. As such, this paragraph will first explain the notion of SET in short, followed by a link between OGC and PL. Finally, this chapter will round off with an explanation linking each individual dimension to OGC.

Much like OGC, SET has seen a wide range of different viewpoints emerge from the authors. However, the core premise of social exchange is homogenous, as best explain in the "*Handbook of Sociology*" by Cook et al. (2013). While Cook et al. (2013) go on to give several definitions and meanings to SET which differ slightly, this author believes the best and simplest definition suitable for this study, is the one given by Blau (1986 , p. 93), In its Blau(1986) explains that SET, quote, *"involves the principle that one person does another a favour, and while there is a general expectation of some future return, its exact nature is definitely not stipulated in advance".* In short, person A does something for person B, expecting person B to do the same somewhere in the future. What is crucial to remember is that this return of favour is also not bound nor enforced by an outside party. The favour typically comes from a place of mutual respect, a show of appreciation from one individual to another (Cook et al. 2013). In short, *"you do right by me, and I'll do right by you."* Additionally, this exchange in favour does not have to be equal in scope or task. Two individuals may help each other in vastly separate ways and still be satisfied with their exchange. Tying back to PL, paternalistic leaders' central belief across all definitions is that of caring for its followers. Consequently, this care should translate into an increase of commitment by followers, as they would feel a social

pressure to reciprocate through working harder. As such, the next step is to analyse the relationship between OGC and PL.

However, before attempting to study this relationship, one idea must first be discussed. The first being whether PL has been proven to be related to OGC. To first uncover whether that these two variables are theoretically linked, one must turn to the literature reviews by Pellegrini and Scandura (2008) and the meta-analytical review by Bedi (2019). For starters, Bedi (2019), conducted a large review in which the author empirically researches the strength of the relationship between common forms of leadership and a wide arrange of organizational outcomes. In this paper, PL was seen as being highly connected to OGC. Bedi (2019) goes on to explain that this finding falls in line with the research done by previous authors on the topic of PL and OGC. PL is particularly effective to both maintain and improve OGC amongst employees. Pellegrini and Scandura (2008), on the other hand, found that a large number of its studied papers studied commitment in some form or the other in relation to PL. It makes sense that the theoretical link between these two variables is not only present, but also strong at time.

A decent work which explains this dynamic relationship is that of Martínez (2003). Compared to other types of leadership, paternalistic leaders have the explicit goal of raising the welfare of their followers. Thus, paternalistic leaders often provide a wide range of social favours to their employees, fuelled by their benevolence. Martínez (2003) goes on to explain that these gestures fall outside of the typical contractual and economic factors that typically drive the relationships between a leader and its employees. Employees then go on to perceive these acts as favourable, giving them the feeling of being actively cared for. Consequently, followers aim to express this satisfaction through various extra role behaviours and deep commitment. Other authors seem to agree with this line of reasoning, with some bringing in additional theoretical explanations for this exchange. Lee et al. (2018) also substantiates the idea by explaining that PL also does not limit itself to gestures based on performance, a benefit also hinted at earlier on by Martinez (2003). Paternalistic leaders often support employees regardless of their level of performance. This in turn, makes employees feel valued in the eyes of the organization based on their characteristics, and not how much products they can sell or services they can provide. Chen et al. (2011), goes on to add another factor often neglected by other leadership types, trust. On top of the attention to welfare and well-being, paternalistic leaders also pay attention to fostering trust between them and employees. This adds another

layer of social responsibility for both parties, as, typically, its beneficial for leadership and its followers to have a healthy and lasting bond of trust. Thus, the primary hypothesis for this relationship will be:

- *H1a: PL as a multi-dimensional concept has a positive relationship with organizational commitment.*

However, as was argued in the parts above, PL's relationship with OGC is dependent on one crucial factor, the dimensions studied that make up PL. The author believes that the conceptualization of the dimensions of PL has the largest impact on the direction and intensity of this relationship. This idea is expanded upon by the review of Bedi (2019), in which it is shown that each of the dimensions can have different influences on OGC. As this study focuses mostly on the model by Farh and Cheng (2000), the dimensions of benevolence, moralism and authoritarianism will be studied with OGC.

2.4.1 Benevolence and its influence on OGC

Benevolence is the most important and influential dimensions for fostering OGC. As was argued before, paternalistic leader's inclination to care for an employee's welfare and well-being stem from this specific dimension (Farh and Cheng 2000). Consequently, it has often been reported in numerous studies that Benevolence both has a positive, and a comparatively large, influence on OGC (eg, Erben & Güneşer, 2007; Y. Chen et al., 2018). Argued through SET, it is expected that employees under paternalistic leaders who actively display aspect of benevolence, would exhibit a higher degree of OGC. Benevolence remains a bit of a loose dimension, as it is dependent on how employees perceive it (Farh and Cheng 2000). That said, benevolent paternalistic leaders typically show active involvement in the fostering of employee well-being, leading to positive perceptions by the followers. As such, the hypothesis for this specific dimension will be:

- *H2a: Benevolence is positively related to OGC.*

2.4.2 Moralism and its influence on OGC

Moralism, as opposed to benevolence, is difficult to measure. As was explained by, Farh and Cheng (2000) and Jackson (2016), moralism is a culture bound dimension. Consequently, the exact measurements and impact on OGC of moralist behaviour of a leader

may vary depending on the context in which it operates. However, Farh and Cheng (2000) go on to also highlight that some aspects of moralism are commonly seen amongst different practitioners of paternalistic leadership. These include not abusing one's power, leading by example, and putting the organizations interest ahead of oneself. Unsurprisingly, these pious behaviours also have been found to have a definite positive impact on employees' perceptions of the leader, and as such increase OGC (eg, Erben & Güneşer, 2007; Y. Chen et al., 2018). That said, it is important to note that benevolence still is the biggest contributor to OGC according to most authors. Nonetheless, moralism should be neglected as being a key dimension of PL. As such the hypothesis for this dimension will be:

- o *H2b: Moralism is positively related to OGC.*

2.4.3 Authoritarianism and its influence on OGC

Authoritarianism is, without a doubt, the most controversial out of the three dimensions. Compared to the previous two dimensions, authoritarianism as a concept itself already comes with a lot of negative connotations (Patapan, 2022). The primary and largest viewpoint advocated by most authors is, authoritarianist leaders have, typically, a negative influence on organizational outcomes (Wang et al., 2019). As was mentioned in the opening parts of this framework, it is for this reason that a sizeable number of authors, especially Western ones, dismiss this dimension, and thus by extension PL entirely. Consequently, the findings of some of the works on PL seem to also support this claim OGC (eg, Erben & Güneşer, 2007; Y. Chen et al., 2018). Still, some researchers have found that authoritarian leadership can have positive effects when used in certain contexts (Huang et al., 2015; Yin, Y. 2023). Mansur et al. (2017) cultural research on PL even showed that Asian contexts make heavy use of authoritarianism as one of its mains dimensions of PL. Surprisingly, this sometimes even yields positive consequences for certain outcomes, amongst which OGC (Huang et al., 2015; Yin, Y. 2023). Regardless, the largest part of PL research seems to prove that authoritarianism typically holds a negative influence on most organizational outcomes, and especially OGC seems to be particularly sensitive Erben & Güneşer, 2007; Y. Chen et al., 2018). Especially Western contexts are most sensitive for this dimension. As such, it is expected that authoritarianism will have a negative influence on all forms of OGC, yielding this hypothesis:

- o *H2c: Authoritarianism is negatively related to OGC.*

2.4.4 Conceptual Model

For this research, PL will be studied as a three-dimensional concept, inspired by the works of Farh and Cheng (2000) and Cheng's other many works (X. Chen et al., 2011; Y. Chen et al., 2018; Cheng et al., 2013). OGC, was conceptualized used the famous article by Allen and Meyer (1991). The following conceptual model (Figure 2) is devised for this research:
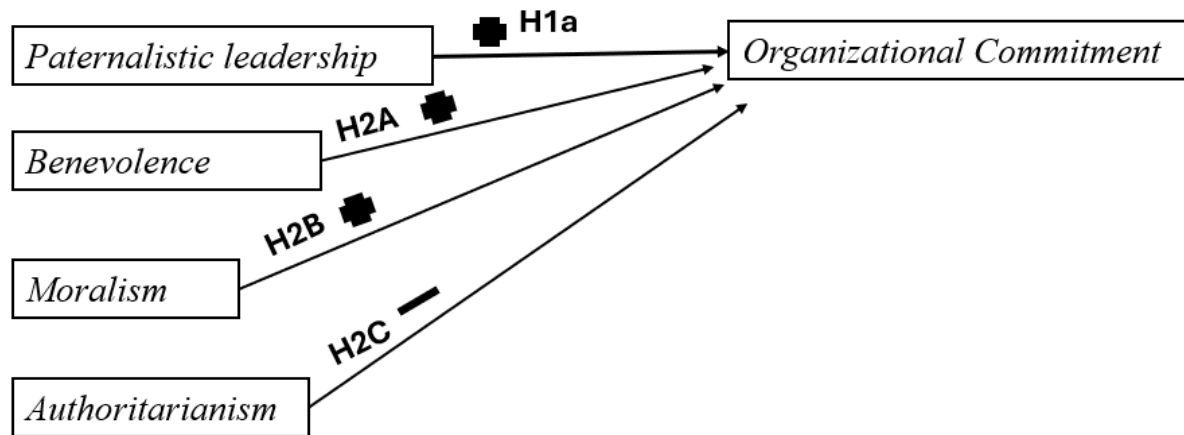
Figure 2. Conceptual framework for this research paper

Friday, 28 June 2024   1.4 Master-thesis Paternalistic leadership Luc Daniel 4913094

3. Methodology

3.1 Research Design

To test the hypothesises presented above, this research employed cross-sectional surveys and a subsequent data analysis using the statistical program Statistical Package for Social Sciences (SPSS). A quantitative design for this study was chosen for three core reasons. The first being that quantitative methods typically allow for a wider range of responses and a more representative sample size of the population. Secondly, quantitative methods will allow for easier testing of the hypothesises linking each sub-dimension of PL and its influence on OGC. Thirdly, both concepts of OGC and PL have already been tested and validated in several previous researchers (eg; Farh and Cheng 2000; Allen and Meyer 1991). This entails that future PL researchers can focus solely on getting more data. The challenge however for PL, current and future, research lies in choosing the correct conceptualization that fits the variables that are being studied at hand.

All the data acquired for this study has been gathered using the online platform Qualtrics. Respondents were asked to fill in out the survey based on their perception of their leaders. Additionally, respondents were asked to gauge the level of PL employed by their leader, based on the three dimensions conceptualization, and its effect on the perceived OGC. Finally, all the data gathered is cross-sectional, meaning that the data was only gathered at one point in time.

3.2 Population

This research was conducted amongst a population of Western professional that work for medium to large multi-national companies within the Netherlands. CBS estimates that 37% of the countries working population in the Netherlands works for multi-nationals. While no exact statistics behind these are given, its estimate that at least 30 to 40% of professionals working for these companies are highly educated, with most having a bachelor, master's degree or higher (CBS, 2020).

3.3 Samples and representativeness of the sample

The empirical analysis of this study drew on a sample size of 127 respondents. Of those, 24 were removed from the sample due to not having completed larger parts of the survey. This left the study with 103 respondents (N=103). Of those 101 completed the survey entirely, while two other respondents did not fill in all the questions (responses were not made mandatory, meaning this show for the calculation of the hypotheses but not descriptive statistics). The descriptive statistic of the sample is summarized in table 2. Gender wise, 73 were males (57.5%), 26 were female (20.5%) and 2 were other/prefer not to say (2%). Over one third of the respondents both were over the age of 46 as well as having a master's degree or higher.

Additionally, this study also looks at the representativeness of the sample in comparison to the total population. The population of this research was Dutch employees in multinational companies. Sadly, due to the lack in availability on the public data of the Dutch population, comparison is made difficult. This sample has two variables on which are not representative of the overall population. The first is gender, with this sample being heavily skewed towards men. The second, is that this sample is highly educated compared to the general population.

Table 2

Descriptive statistics of sample and population

	N	%	Population %	$\triangle$
	101	79.5		
Gender				
• Men	73	57.5	51.78	5.72
• Women	26	20.5	45.32	-24.82
• Other	2	1.7	No.Data	No.Data
Age				
• 25<	24	18.9	14.15	4.74
• 26-30	9	7.1	8.95	-1.85
• 31-35	11	8.7	8.95	-.25
• 36-45	19	15	15.54	-.54
• 46-55	25	19.7	17.69	2
• 56-65	11	8.7	13.68	4.98
• 65>	2	1.6	0.59	1
Education				
• Highschool	12	9.4	59%	-49.6
• Bachelor	32	25.2	25%	-.2
• Master	49	38.6	16%	22.6

• Doctorate or higher	8	6.3	No.Data
Work Location			
• West	78	61.4	No.Data
• Non-West	23	18.1	No.Data
Work experience			No.Data
• 5<	26	20.5	
• 5-10	14	11	
• 11-20	14	11	
• 21-30	30	23.6	
• 31>	17	13.4	

3.4 Procedures

The survey was brough online in the week of the 13th of May 2024 and was left open until the 23rd of May. Responses were gathered using an online survey, made on the platform Qualtrics.com. The survey was completed anonymous, and no data was gathered that could be traced back to respondents. Each link was personalized, meaning that respondents could only complete the survey once as to avoid respondents filling it twice or more. The largest group of respondents were obtained using two high level managers who spread the survey link through their respective teams and networks. The researcher also made use of his own professional network to spread the survey. Additionally, the researcher made use of some online groups which were part of the researcher's private network. When analysing the descriptive statistics, it can be estimate that 40% of the respondents came from the 2 managers. This is shown through the high education degree compared to the national average. However, it should be noted that the researcher had no clear picture on how many employees did fill in the survey, so the exact distribution is not known. After a week of gathering data, the survey was turned off. The data was also deleted three months after the project in compliance with GDPR ruling and Utrecht university procedures. The survey was provided in English but have also been translated by the author to French and Dutch.

Friday, 28 June 2024   1.4 Master-thesis Paternalistic leadership Luc Daniel 4913094

3.5 Measures

The survey is made up of a total of 36 number of questions. In the Appendix, a full list of all items is provided. The key concepts of PL and OGC have been incorporated using the scales discussed below. The control variables of gender, age, education, work experience and time spend working at organizations have also been included. The survey was made both in Dutch and in English to give respondents the freedom to answer in the language that suited them best. Both variables of PL and OGC were measured using scales based on the literature.

3.5.1 Scales for PL

Paternalistic leadership was measured using the Paternalistic Leadership Scale, developed by Cheng and his colleagues. The scale was taken from Cheng et al. (2004). Paternalistic leadership has three distinct dimensions named authoritarian leadership, benevolent leadership, and moral leadership. The tri-dimensional conceptualization is the one most used within the PL literature as shown in the reviews by Pellegrini and Scandura (2008) and Bedi (2019). This specific scale has seen both a high degree of theoretical debate as well as extensive empirical use. Combined, this makes for the easiest scale to cover PL, and the three dimensions it is made up off, consistently, and accurately. The scale consisted of 18 items and a six-point Likert scale ranging from "strongly disagree" (1) to "strongly agree" (5) was used. PL as a global concept had a Cronbach's Alpha of 0.521, which only increased to 0.573 after the deletion of the item *"My supervisor uses his/her authority to seek special privileges for himself/herself"* from moralism. The dimension of benevolence had a Cronbach's Alpha of 0.836. Moralism had a Cronbach's Alpha of 0.344, which was increase to 0.712 after the deletion of the item *"My supervisor uses his/her authority to seek special privileges for himself/herself."* Authoritarianism had a Cronbach's Alpha of 0.830. For all dimensions, the items were chosen based on their transferability and applicability to a Western context. Consequently, the items had to directly cover leader and employee relations or have concrete examples of work situations. Additionally, the language was also slightly altered to fit Western context, *with "subordinate"* and *"punish"* changed to *"employee"* and *"scold"* respectively. These findings meant that the dimensions themselves were constructively valid and were measuring what was intended. However, PL itself did not have a high enough Cronbach's Alpha to consider it structurally valid. This put into question whether PL as a global concept is

acceptable for us within a Western context. Further reflection on this will be given in the discussion.

3.5.2 Scales for OGC

Commitment was via Three Component Model (TCM) which was adopted from Allen and Meyer (1991). This measurement intended to measure three forms of commitments that are consisted of Affective, Normative, and Continuance Commitment. The metric of Allen and Meyer (1991) still constitutes one of the most used metrics within OGC literature. There are two main reasons as to why this metric for OGC was chosen about all others. The first being that much like the measurement used for PL, this measurement of OGC has been debated and tested extensively by prior authors. As such, this measurement has been proven to have a high statistical reliability, making it suitable for the purpose of this study. Secondly, dividing the different forms of commitment allows for a better exploration of the relationships with the different dimensions of PL. Previous research, such as the article by Ridwan, et al. (2022), have shown that the dimensions of affective, normative and continuance commitment also have different outcomes on the dimensions of OGC. TCM included 6 items for each dimension of commitment which scored on 5-Likert scale from 1 being "strongly disagree" to 5 being "strongly agree". The Cronbach's alpha for OGC as a global concept is 0.814. The Cronbach's alpha of the affective dimension is .791. The dimension of continuance had a Cronbach's alpha of .791. The dimension of normative commitment had a Cronbach's alpha of .564 which was increased to .826 after the deletion of the item "*I do not feel any obligation to remain with my current employer*".

3.5.3 Control Variables

To narrow down the sample and control for outside influences, several control variables were chosen based on the choices made in other PL related research (e.g.: Fard and Cheng 2000). Three main control variables were chosen based on their standard use within management academia, as well as two others based on the authors target population. The first variable was gender. The second control variable was age. The third variable was the highest completed education level of the respondent. The options ranged from high school all the way up to PhD/Dictate's degree or above. The two specific variables chose for this study were work experience in years and primary place of work, divided further into US and EU (West) and

outside of EU and US (Non-West). Work experience in years was chosen based on the findings of Fard and Cheng (2000) and Khan et al. (2015). Work experiences, and by extension, age, has been shown to potentially have an impact on both the relationship with PL as well as OGC. As such, work experience was chosen as being more accurate to gauge someone's experience compared to taking their current age. Certain individuals' study and work at different rates and points in their life, work experience is a more accurate reflection of their cumulative work experience. The second variable of West vs non-west distinction was made specifically for the purpose of this study, as the main targeted population were Western based individuals.

3.6 Data Analysis

To analyse the data, the program Statistical Program for Social Sciences (SPSS) version 29 was used.

Firstly, a simple descriptive statistics overview was made of the main control variables within the study. The mean, media, standard deviation as well as the minimum and maximum of these variables were all recorded and reflected upon. Secondly, an explanatory factor-analysis was run on the items of the PL scale using Varimax with Kaiser Normalization rotation method. This was done to find whether the items are structured in the same way (Pallant, 2010).

Additionally, a two-sided Pearson correlation was run for all concepts included in this study, included control variables. This was done to get a better understand of the data. Finally, a regression analysis was performed to test the hypotheses. As explained in the book by Pallant (2010), regression analysis is the most used method to find the strength and significance of a relationship between two variables. This was chosen as a suitable method to test the relationship between PL as well as its three dimensions and OGC. Afterwards, the control variables were added to the analysis to determine if these influenced the relationship in a significant manner. By removing the incomplete surveys, 103 final respondents were used in the analysis.

3.7 Quality of the research: Validity and Reliability

Before presenting the results of this study, the reliability and validity of this study must be considered carefully.

3.7.1 Validity

Validity refers to the criterion whether the chose indicator really measure the intended concept (Bryman, 2012). Typically, most social empirical studies reflect upon the internal as well as external validity of their studies.

Internal validity, according to Bryman (2012), refers to how well the casualty of two variables is measured by any giving study. In the case of this research, the casual relationship that is being studied is the effect PL has on OGC. To ensure that this study does in fact study this relationship, two key steps have been taken. The first is the addition of control variables. Bryman (2012) goes on to explain that confounding variables can have influence on the relationship. As such, aspects such as gender, age and education would be the primary control variables. To further give a clear picture of the relationship, work experience and primary work location were added, inspired by the research of Erben & Güneşer (2007). This will control for the potential confounding effects outside factors may have on the relationship. External validity on the other hand, refers to how generalizable findings are to a wider sample Bryman (2012). In the case of this study, respondents were drawn from international organizations, but with no limit to a specific branch or organizations. However, when looking at the representativeness of the sample, the respondents are not an adequate representation of the overall population.

3.7.2 Reliability

Reliability refers to the fact whether the results of a study are repeatable and whether its findings could be deemed consistent (Bryman, 2012). To ensure high reliability, three steps have been taken.

The first being that the Cronbach's alphas of each variable have been measured to ensure them being as reliable as possible. As shown by Bryman (2012) and Pallant (2010), typically the Cronbach's alpha for variables must ideally be above 0.7 or as close to 0.8 to ensure high reliability. As explained in the framework, Fard and Cheng (2000 & 2004) have done extensive research using this scale, often reporting high Cronbach's alphas. Secondly, the

Friday, 28 June 2024   1.4 Master-thesis Paternalistic leadership Luc Daniel 4913094

surveys were kept as complete and concise as possible. Respondents were informed as clearly as possible from the first message they received. All practical matters could be read in a single glance at the start of the survey. Lastly, using the program of SPSS, statistical outliers, uncompleted surveys, and non-valid responses, were all taken out to ensure that the data was accurate as possible.

3.8 Ethical considerations

Several steps were taken to ensure total protection and privacy of respondents. The first and most crucial decision, was that the surveys are completely anonymous. No personal data that could be traced back to the respondents was collected. Additionally, all respondents were fully informed of the scope and goals of the survey and this research prior to filling out the questionnaires. Thirdly, all data in connected to the research was stored on the researcher's private servers, which was all promptly deleted four months after the end of the project. Finally, all the data was also safely stored and protected on the servers of the researcher, with it only being accessible by the researcher.

4. Empirical Results and Analysis

4.1 Descriptive statistics

To get an overview of the data, a descriptive data sheet is giving of the key variables, namely the three dimensions of PL as well as OGC.

Table 3

Descriptive statistics Sum_score_variables of survey

	N	Mean	Median	St. Deviation
Benevolence	127	3.24	3.33	.86
Moralism	127	3.98	4.00	.76
Authoritarianism	127	2.80	2.67	.91
Organizational commitment	127	3.01	3.00	.62

Table 3 provides an overview of each N value per variable, which amounts to N=127 for each variable. The means for the public leadership dimension Benevolence was M=3.244. Moralism had M=3.98. Authoritarianism had M=2.80 which is below the neutral score of 3. Organizational commitment's mean amounted to M=3.01. Standard deviation was highest for Authoritarian SD=.91, meaning that there was a high degree of disparity amongst the responses given on this item. Organizational commitment had the lowest SD=.62, insinuating that overall, respondent's answers on this item were grouped closely together and did not differ greatly (seen by the near perfectly neutral mean).

4.2 Correlation analysis

In table 4 below follows the corelation analyse for all variables included in this study.

Table 4

Correlation Matrix

Variables	1	2	3	4	5	6	7	8	9
1. *Benevolence*	1								
2. *Moralism*	.458**	1							
3. *Authoritarianism*	-.380**	-.420**	1						
4. *Organizational commitment*	.347**	.262**	-,120	1					
5. *Age*	-,038	,089	-,092	,085	1				
6. *Gender****	-,094	-.331**	,109	-,095	,002	1			
7. *Educational level*	-,006	-0,012	,027	,115	.467**	,004	1		
8. *Working experience*	-,027	,082	-,036	,080	.922**	,007	.405**	1	
9. *Primary work location*****	-.383**	-,145	.250*	-,192	-,027	-.297**	-,002	-,041	1

Note: N=127, **p<0.01, ***Gender (1=Men, 2=Women, 3=Other/prefer not to say),****Primary work location (1=West, 2=non-West)

Daniel, L. (2024). ***"Everything for family? Exploring the influence of paternalistic leadership as a multi-dimensional concept on Organizational commitment"*** *a quantitative study on paternalistic leadership and its influence on organizational commitment amongst private sector employees* Journal of SHRM, 1-, *Volume 1, 2024*

Notably, Moralism was found to be significant positively related to benevolence (r= .458; p <0.01). This entails that leaders who were rated as exerting moral behaviour are also likely to be benevolent as well. Authoritarianism is significantly and negatively related to both Benevolence (r=-.380; p <0.01) and Moralism (r=-.420; p <0.01). This means that, as a dimension, authoritarianism seems to not be related to the other two dimensions of PL. Organizational commitment is significantly positively related to both Benevolence (r=.347; p <0.01) and Moralism (r=.262; p <0.01). This, combined with the previous finding, means that leaders who are perceived as highly benevolent are also likely to be perceived as being moral, which in turn increases organizational commitment.

Regarding the control variables, gender is negatively and significantly related to Moralism, meaning that women and individuals of the third gender have a negative relationship with perceived moralism within leader (r=-.331; p <0.01). As expected, education also appeared to be significantly positively related to age (r=.467; p <0.01). Work experience was significantly positively related to both age (r=.922 p <0.01). and highest degree of education (r=.405; p <0.01). Lastly, work location seemed to be significantly positively related to Authoritarianism (r=.250; p <0.05) significantly negatively related to gender (r=-.297; p <0.01).

4.3. Regression analysis

In this paragraph the hypotheses will be tested using a regression analysis displayed in table 5 below. Model 1 contains the hypotheses tested without the influence of the control variables. Afterwards, Model 2 contains the hypotheses tested with the influence of the control variables. As can be seen, the control variables did not influence the strength and direction of the relationships. The hypothesis is tested by looking at the B value as tested in the SPSS program. Additionally, to make the results as clear as possible, the hypotheses will be explained in two paragraphs, the first covering H1 and the second covering H2a/b/c.

Friday, 28 June 2024   1.4 Master-thesis Paternalistic leadership Luc Daniel 4913094

Table 5 *Multiple regression analysis Organizational commitment*

Variables	Model 1		Model 2	
	B	**(beta)**	**B**	**(beta)**
Benevolence	.216**	(.301)	.195**	(.272)
Moralism	.119	(.147)	.301	(.127)
Authoritarianism	.038	(.056)	.147	(.073)
		.		
Gender			-.071	(-.068)
Education			.073	(.095)
Work experience			-.009	(-.022)
Age			.022	(-.106)
Work location			-.155	(.063)
Adjusted R^2	.110		.087	
F	5.102		2.196	

*N=103, **p<0.05*

4.3.0.5 The hypotheses

Before starting out the study, these were the theorized links between the dimensions of PL and PL as a global concept as well as OGC:

- *H1a: PL as a multi-dimensional concept has a positive relationship with organizational commitment.*
- *H2a: Benevolence is positively related to OGC.*
- *H2b: Moralism is positively related to OGC.*
- *H2c: Authoritarianism is negatively related to OGC.*

4.3.1 H1a

The effect of PL as a global concept on OGC was not tested within this study for two reasons. Firstly, PL's construct scored a Cronbach's Alpha which scores below that of usable and acceptable academic standard. Secondly, the correlation matrix also revealed that the dimension of authoritarianism had a negative correlation with both benevolence (-.380) and moralism (-.420). This means that these dimensions are not sufficiently related with each other to study paternalistic leadership as a global concept within this study. Thus, H1a was not tested.

4.3.2 H2/B/C

The PL dimension of benevolence appears to be a significant predictor of organizational commitment, meaning that H2A is accepted. When benevolence increase by a single unit, organizational commitment increases by .195 (B=.195, p<.05). This hints at a significant, however weak relationship. This is also reflected in the variation as shown in the results table, where only 11% (R2=.11) is explained by benevolence if all other aspects are kept equal. When control variables are accounted for, this is further lowered to 8.7% (R2=.087).

For H2B, it was expected that moralism would have a positive, significant relationship with OGC. The regression analysis showed that there is a positive, but insignificant relationship between the sub-dimension moralism and OGC. H2B is thus rejected.

For H2C, it was expected that authoritarianism would have a negative, significant relationship with OGC. The regression analysis showed that there is a negative, but insignificant relationship between the sub-dimension authoritarianism and OGC. H2C is thus rejected.

4.4 Recap of findings

To recap, only one of the hypotheses was accepted. Benevolence appeared to have a significant positive relationship with OGC. While moralism also had a positive relationship and authoritarianism had a negative relationship, both were non-significantly related to OGC. Finally, the control variables seemed to not have any significant effect on the relationships between the dimensions and OGC.

Figure 3
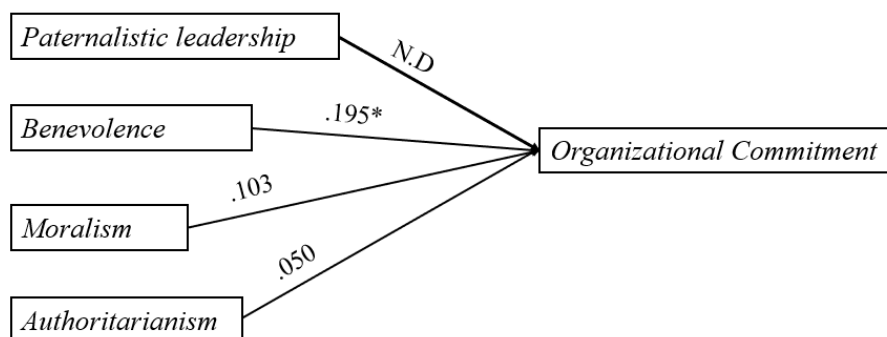
*p <.05

5. Discussion

5.1 Main Findings and their implications

With the results of the data, several interesting insights came from this study. One hypothesis could be confirmed, two were rejected, and one was scrapped all together. In this paragraph, each hypothesis will be analysed and reflected upon through the lens of the discussed literature above.

5.1.1 H1a: PL as a multi-dimensional concept has a positive relationship with organizational commitment.

The first and undoubtedly biggest finding of this study was that PL as a global concept scored a too low of a Cronbach's alpha to be used as a valid construct. Consequently, H1a was not used within the survey. Additionally, authoritarianism had a negative correlation with benevolence and moralism, meaning that these three dimensions are unfit to be analysed as a singular concept. This means that the validity of the concept is put into question, requiring further theoretical analysis.

For starters, this does confirm the ideas of both the second and third group of PL researchers within the literature. Taking the low Cronbach's Alpha at face value implies that studying the concept as one global leadership style is not suitable. Most researcher, such as e.g., Fard and Cheng (2000), Aycan, Z. (2006), Wagstaff et al. (2015), have come to the agreement that PL is a, at least, duo dimensional concept, and should thus be researched as such. However, this assumption would, at least partially, imply that another research should also not have a high Cronbach's Alpha when researching it as a global concept. However, Ünler and Kılıç (2019)'s research reported a Cronbach's alpha of .80+ in its research, taken from the work of Aycan, Z et al. (2013). However, that research was done in the Turkish context, where PL is frequently used. What is even more surprising is that the construct of Ünler and Kılıç (2019) was taken from the work Aycan, Z et al. (2013) who also tested construct validity for PL in western countries. In that research, when applied to the German context, the Cronbach's alpha for PL came up to .72, well within usable ranges. However, that scale made no distinction between PL's different dimensions and instead used it as a global concept. Meanwhile, within the Asian context, Fard and Cheng (2000), using their own scale, reported Alpha's of .80 or

above for all their PL research. These differences in findings are exactly what make PL research so difficult, according to Pellegrini and Scandura (2008).

Based on these observations, theoretically, PL being treated as a global concept may not be as suitable as was predicted. Yet, some authors surprisingly still have managed to yield high Alpha's when researching PL within a Western context. Research by Pellegrini et al. (2010) was aimed at finding the cultural generality of PL by comparing the US and India. In it, Pellegrini et al. (2010) used the PL scale made by Aycan (2006), despite it being an Eastern inspired scale, and managed to reach an Alpha of .82 for PL. Consequently, Aycan (2006) and other works may hold more merit then was initially anticipated. It also implies that making a PL scale that is fit for the Western context may be possible. That said, one important aspect should be kept in mind when looking at the works of Aycan (2006), Pellegrini et al. (2010) and Ünler and Kılıç (2019). All the research papers targeted university staff or professionals who were enrolled in business or public administration related masters. On the opposite end, Farh and Cheng (2000) and Cheng (2013)'s research was tested on various different types of employees, with most being employees employed full-time in various private and non-private organizations. In those, the scales and the result had a much higher degree of reliability and outcomes. This may also suggest the possibility that PL also has different effects based on the whether respondents are employees or students. This study was aimed at working professional concentrated around the multi-private sector in multi-national companies. These respondents, potentially, had never even heard of PL as a leadership style. Additionally, minimal explanation behind the leadership style was giving within the survey to avoid bias or skew results. The results may indicate a disparity between the theoretical understanding of PL and the actual reality when applied to a professional context.

5.1.2 H2A: Benevolence is positively related to OGC.

Compared to H1, H2 was found to have both a significant and positive relationship with OGC. This falls within the findings of nearly all studied literature on the relation between the PL dimensions of benevolence and OGC (e.g.; Bedi 2019). This relationship was argued through the lens of the SET, where extra attention given to an employee by a leader or manager would result in more commitment. When turning to the literature, this also falls in line with all 3 groups highlighted in the theoretical framework. Nearly all researcher of PL has quoted

benevolence being one of the key aspects that make this style work (e.g.; Aycan 2006; Fard and Cheng 2000; Bedi 2019).

5.1.3 H2B: Moralism is positively related to OGC

H2B was also rejected on the fact that the relationship was not significant. This is a surprising finding, as moralism was theorized to be the second main driver within PL to promote commitment, especially according to Fard and Cheng (2000). One possible explanation for this finding is that moralism does not easily transfer to a Western context. This was for example shown in the research inspired by the works of Aycan (2006). In most of this article, moralism was ditched in favour of only using benevolence and authoritarianism to explain PL. This suggests that Western employees are not able to recognize this dimension in their respective leaders. This theoretical argument hold merit, as research has shown that Western contexts prefer leaderships which are not bound by morals but rather by contractual or financial relations (Bass et al., 1996). Consequently, Western employee's commitment would not be influenced by whether their leader behaves in a moral manner.

Another explanation could be that the moral construct that was used within this study was taken from the scale made by Farh and Cheng (2000), which is used in an Asian context. As such, the difference in what Western and non-Western employees see as being "moral" may also differ. For example, when circling back to the texts of Weber (1947), Weber deemed it immoral and outdate to have leader and follower relation be solely based on status. While Farh and Cheng (200) and Aycan (2006) explain that authoritarianism is a necessary part within Asian and Eastern cultures. While Western employees may rate certain items lower due to them seeing it as immoral, Asian, and Eastern employees may do the opposite. These differences in understanding may also be the explanation as to why the second literature group's research often opts out of using moralism. The large societal and cultural implications, along with the differences in contextual factors, may be why moralism did not have a significant impact on this relationship.

5.1.4 H2C: Authoritarianism is negatively related to OGC.

Lastly, H2C was also rejected as the relationship between authoritarianism and OGC, while positive, was not significant. This finding falls within theoretical expectations, yet there are still some important aspects to discuss. As explained by both Aycan (2006) and Farh and

Cheng (2000), authoritarianism is a crucial part of both PL as well as Asian and Eastern work culture. Leaders are expected to show some form of authority as well as dish out punishment when employees do not perform or break the rules. Conversely, Western leaders who are perceived as authoritarian typically produce negative outcomes for employees (Weber, 1947). However, recent studies have shown that multi-national companies are prone to make use of the authoritarian style (Sallai & Schnyder, 2020). When organizations reach a certain size, they are forced to make use of some authoritarianism to maintain order and security. As such, employees working in these types of organizations should have a higher perceived level of authoritarianism with its leaders. Despite this, respondents from this study both scored low on authoritarianism, as seen by the low mean and median of the variable, as well as it not being significantly related to OGC. One simple explanation could be that the leaders of the respondents were not perceived as showing authoritarian traits. Another possible, and theoretically stronger, explanation lies in the links between professionals themselves and authoritarianism. Professionals, typically, are highly educated and experienced employees within their respective fields. Alongside this, professionals have been shown to value self-promotion and growth as well as having a high degree of autonomy (Cheetham & Chivers, 2001). Professionals prefer having the freedom of choosing how to perform their tasks at their own pace. While autocratic leaders often demand that tasks and work is done according to their views. This puts professionals and autocratic leaders at a direct conflict with each other, and research has shown that this often leads to negative outcomes (Kenny & Adamson, 1992; Andersen, R. and Evans, J.A., 2003). As such, professionals, especially Western ones, are likely to have negative perception of authoritarian leaders.

5.2 Academic implications

This study contributed to both the PL literature as well as its relationship with OGC in four key areas.

Firstly, this study is one of the few to acknowledge the multi-dimensional conceptualization of PL as well as studying it in a Western context as a three-dimensional concept. As was shown in the works of Bedi (2019) and Pellegrini and Scandura (2008), Western PL research is in dire need of both attentional empirical work and usable data. Both these authors explain that PL cannot be reliably implemented due to the lack of proof of its merits. This study covers both these needs through its theoretical work as well as its empirical

results. Firstly, this study has found that the multi-dimensional conceptualization of PL is not suitable for the Western context. The dimension of authoritarianism had a negative correlation with the other two dimensions, meaning that the duo conceptualization of PL is more appropriate for the Western context. The article of Fu et al. (2013) may be one of the possible explanations for this, that indeed PL can be studied and used with any amount of its dimensions. More research would be needed to be done however within the same context but with other dimensions. Alongside this, this study also is one of the firsts to go into sizeable depth on the conceptualization of PL. As was explained in the theoretical framework, only a small part of the current research on PL discusses the dimensional conceptualization of PL, often opting for only doing a small reflection. What is more, only an even smaller part of the research makes use of this dimensional conceptualization within its empirical research. As was shown in the works of, amongst others, Ünler and Kılıç (2019) or Uhl-Bien et al. (1990), PL is either not researched as a style with different dimensions, or is indeed acknowledged of the possibility, and then still not researched a such. This study decided on a different approach and settled on Fard and Cheng (2000)'s understanding of PL as being the most accurate and theoretically sound conceptualization of this style. Additionally, unlike Fard and Cheng (2000), the dimensions were each given their separate blocks within the survey as opposed to all being put into distinct group.

Secondly, this study also further adds evidence to support the notion that the PL dimension of benevolence is the leading driver of increased commitment amongst professional employees in a Western context. While this finding is not unique in it of itself, as seen by the numerous previous research on PL by non-Western authors (e.g.; Fard and Cheng 2000; Ünler and Kılıç 2019), it is however one of the first to prove it within a highly professional context. Additionally, this confirms the old theoretical arguments that, employees, regardless of degree of skill, respond positively to increased care and attention by their managers and leaders (Mowday et al., 1979). It also further strengthens this argument by showing that even decades later and under different contexts, this line of reasoning remains valid. As shown in the results section, respondents who reported a high degree of benevolence within their leadership reported a higher degree of all three forms of commitment. Even when only non-Western respondents were used and the correlation was run again, benevolence still have a positive impact on the commitment of respondents. These 2 findings also confirm the notion of SET,

as argued in Cook et al. (2013), that an increase in support from leaders and managers leads to higher commitment. When PL leaders use their benevolence to actively care and show support for their employees, employees feel socially pressured to answer in kind by showing increased commitment.

Yet, thirdly, results also showed that the control variables chosen had little influence on both the direction and strength of the relationships within the observed concepts. One explanation could be that the sample size is too low to have any noticeable influence on the variables and their relationships. As was shown in the article by Simpson (2013), low sample size may make effects harder to detect. If we again look at the paper by Ünler & Kılıç, (2019), the control variables in that study did not have a significant impact on the hypotheses studied. This may indicate that these control variables do not have a significant effect on perceived levels of PL. This may be in line with the key works of both Aycan (2006) and Fard and Cheng (2000). In both these works (and those of other authors), no clear distinction is made on what group is being studied when discussing the implications of PL. Often, the followers are referred to as employees, people or just simply followers. These are all then analysed as a single homogenous group, with the outcomes not being significantly influenced by aspects such as age, gender, or education.

Fourthly, despite the extensive theoretical work and analyse, H1a was completely rejected. As such, in the context of this study, PL, at least when analysed as a global concept, did not have any noticeable impact on the reported organizational commitment of professionals. One explanation for this phenomenon could be the higher degree of education and increase autonomy of professionals. As Fard and Cheng (2000) pointed out, PL is, typically, used in work environments with medium to large sized organizations. In those, the paternalistic leaders make sure to treat all employees similarly. While in the Western context, individuality and self-promotion play a more vital role (Ensari & Murphy, 2003). Thus, the respondents of this study do not have a high degree of personal contact with their leader, as opposed to Asian and Eastern employees who frequently interact with theirs (Pellegrini and Scandura 2008). Oddly enough, the respondents of the survey did report a recognition of benevolence, and it was the biggest contributor to the increase in organizational commitment. The explanation in this phenomenon may lie in the explanation of benevolence given by Fard and Cheng (2000). Benevolence entails that a leader cares for and promotes their follower's

well-being. This also includes self-growth and learning. Coincidently, professionals often strive to learn and grow within their professions (Cheetham & Chivers, 2001). Due to this desire for growth, this may explain as to why the respondents of this study rated benevolence higher than the other 2 dimensions. Consequently, PL may not be as suitable for the context of professionals.

5.3 Practical and Societal implications

Along with the theoretical implications, this paper holds some practical implications for the private sector and its usage of PL.

As shown in the results of this study, the PL dimension of benevolence has a significant effect on the OGC amongst the respondents. Consequently, future leaders and managers should aim to employ this dimension within their leadership styles. Fard and Cheng (2000) categorize benevolence as showing kindness and compassion to the "weak", while also promoting welfare and growth amongst followers. In line with the issues highlighted in the introduction, future leaders should aim to both directly support their employees as well as frequently making sure their (basic) needs are being met. It should be noted that this need may take different forms depending on the contexts in which these leaders operate. For this study, the largest part of the respondents was professionally trained, which lead to growth being one of the highest scored results of this study. Additionally, HR departments should strive to provide trainings in this dimension for leaders to effectively use it. In practice, this would mean workshops for mid-level and above managers and leaders on how to effectively use and employ benevolence.

5.4 Limitations of this paper

Despite the sizeable theoretical work and data collection done within this thesis, several limitations need to be acknowledged.

5.4.1 Low sample size and low power

One drawback of this study was the reduced detection of results due to, in part, the low sample of size. As the influential article by Simpson (2013) reveals, studies with low sample sizes are seen as less reliable. Simpson (2013) goes on to explain that studies with low sample sizes have a harder time finding significant effects due to not having enough data to go off. In turn, any statistically significant effects that are found, have a lower chance of reflect a true

effect (if applied to a larger sample size). When applied to this study, out of all the tested hypotheses, only H2A managed to reach a significant effect, however at the level of <0.05. Simpson (2013) explains that these findings, especially in studies with several hypotheses, will fall under a 'winner's curse'. Meaning that one single significant finding's effect will be exaggerated, as it is the only significant one. This research also faces the same issue, meaning that the generalizability of the finding, or even its significance if applied to higher sample size, lacks statistical strength.

5.4.2 Disproportionately High professionalism in sample

Secondly, the sample of this study was much too highly professionalized, with half of respondents having a master's degree or higher. This is three times as high as the national average within the Netherlands (Logo Ministerie van Onderwijs, Cultuur en Wetenschap, 2024). This means that the sample of this study does not accurately reflect the actual distribution of skilled professionals within the population at large. This has definite impacts on the results as well, as Farh and Cheng (2000) have shown that PL is better suited for low to average educated employees. One explanation for this finding is that the author had access to two highly skilled professionals within two large companies. These spread the survey amongst their colleagues, leading to a substantial number of professionals filling in the survey. Consequently, this puts into question the generalizability of the findings to the wider population of all employees of multi-national companies. This limitation becomes even more apparent when considering the low sample and power outcomes highlighted in the first sub-paragraph.

5.4.3 Lack of oversight on respondent profiles

Thirdly, another limitation of this study was the lack of oversight into the respondents who filled in this survey. As was mentioned in the methodology, the bulk of the respondents were obtained thanks to the help of two prominent level managers in multi-national companies. These managers spread the survey within their respective teams as well as their companies at large. However, there was no possibility of tracking which respondent where from these companies and which ones were from the author's personal network. It should be noted that the high professionalism within the sample does indicate that a large part of respondents was likely from these two organizations. However, most of the other respondents came from a wide range of various backgrounds and sectors which makes generalization even more difficult. A

possibility to remedy this issue would have been to only focus on individuals with a master's degree or higher. However, this is also not feasible when considering the first limitation mentioned. As, this would have resulted in an even lower sample size than what was currently used. Another solution would have been to allow more time for data gathering, but this would have led to only more disparity in the respondents found.

5.4.4 Lack of in-depth insights on link to Organizational commitment and SET

Lastly, another limitation of this study was the lack of insight on why respondents made certain choices within the survey. The reasoning for this limitation comes from a quote in the review of Pellegrini and Scandura (2008). In this quote, a Turkish employee working in new Jersey recounts its experience of working with both system to Pellegrini. The employee expresses its regret of no longer working with a manager who takes direct interest in its life. In its eyes, US based managers are cold and distant, only caring about results. This shows an interesting potential premise, employees that had worked under both a PL and non-PL style of leadership prefer PL. However, this notion could not be explored further as this study only made of use of quantitative methods to gather its data. Thus, this study fails to shed on light on the reasoning of the respondents when filling out the survey.

5.5 Recommendations for future research

In line with the limitations observed by the author of this thesis, some recommendations are made for future research into PL within the West as well as PL.

5.6.1 Find PL dimensions which are usable in a Western context.

The first recommendation for future research would be the creation of a framework of PL and its dimensions that is suitable for the Western context. Despite the calls of the reviews by Bedi (2019) and Pellegrini and Scandura (2008), PL research remains an unexplored phenomenon overall. The extensive work by Frand and Cheng (2000) and Cheng as a whole, have proven that Asian academics have a much deeper theoretical grasp on PL as well as a large amount of data. The works of Aycan (2006) speaks mostly for the Eastern context, which also shows a high degree of saturation. Conversely, the Western context contains truly little research compared to the other two cultural groups. Surprisingly, the very few Western academics who do study PL, often either analyse it as a political style or heavily diverge from

its "original" framework. A good example of this was the work of Humphreys et al., (2014), who sought to integrate liberation ideals into paternalistic leadership to create libertarian paternalism. While this diverges heavily from the studies of PL in an organizational context, it does show the potential of transforming PL into a style more suited for a Western context. Despite the author arguing that the theoretical work in the West has been extensively, it would again recommend future researcher to heavily conduct literature reviews into PL. As was shown in the results, authoritarianism seemed to diverge the most out of the three dimensions, and while moralism did fair slightly better, it also was not as high as hoped. One recommendation for this by the author would be to review the dimensional conceptualization of PL, and consider which, or whether, this is suited for a Western context. For example, the second literature group of PL seemed too often ignore moralism as part of its key dimensions, this has seen success in some other research (Pellegrini et al. 2010). Or authoritarianism should be completely taken out, considering the negative connotation this dimension holds with Western employees.

5.6.2 Alternative target populations

Secondly, future research should aim to carefully select what population is being researched. As was mentioned within the limitations, the sample of this research was highly professionalized. With the theory insinuating that professionals both have a lower perception of authoritarianism as well as making less use of it in their environments (Kenny & Adamson, 1992; Andersen, R. and Evans, J.A., 2003). One could even argue that PL may not be a useable style for a professional workforce completely, but that would require additional research to prove. Another avenue which could be researched is the different contexts in which PL is better suited to. Aycan (2006) and Fard and Cheng (2000) did not make many explicit distinctions when comparing PL within the public or private sector, and even less when analysing certain organizational divisions. The author has noticed that a large part of the non-Western PL research was done in public or semi-public organizations, while the scarce Western PL research has been mostly done in private organizations. As such, future research could aim to research PL within Western public organizations and analyse if this style would be more suited there. Zong, the CEO mentioned in the introduction, did mention that PL had seen a lot of success in Chinese public organizations (Zheng, 2022). This hints at the possibility that PL effectiveness could be (in part) dictated by in which sector its used.

5.6.3 Mixed methods research

Lastly, future research into PL could attempt to work in mixed methods research to obtain better results. As was mentioned in the limitations, this study failed to show the reasoning behind the responses giving by participants. A review by Stentz et al. (2012) shows how researchers who used mixed methods when studying leadership obtain better and more reliably results compared to the traditional method of quantitative data gathering. The authors go on to state that researcher have several tools at their disposal on how to execute such a mixed methods study. In the article, Stentz et al. (2012) provides an overview of some of the major methodologies future leadership research can use. The author of this study believes that an explanatory sequential design would be suitable to further the research of PL. Inspired by the comment in Pellegrini and Scandura (2008), future researcher could first make use of quantitative methods to gather as much data as possible. Afterwards, if any noteworthy findings are found, researchers could then invite the respondents to participate in interviews to obtain their reasoning behind the results. This qualitative data is then further explored and then linked back to the quantitative results obtained previously. Consequently, this would allow for the uncovering of links between variables which had previously not been considered.

6. Conclusion of this paper

Bringing this thesis to a close, various noteworthy insights came forth from this paper. The modern changes in workplace culture have pressured HR departments and managers to find a leadership type which is able to counter the low commitment currently shown by Western employees. As such, this study suggested that paternalistic leadership could be a leadership type which is fit to tackle these issues. The research question for this paper was:

"What is the relationship between PL as a multi-dimensional concept and organizational commitment amongst employees within the private sector?"

The answer this question, this research divided deeply into paternalistic literature. What was found is that paternalistic leadership remains a heavily debated topic, with a large amount of academics taking the research in various directions. Using one of the most prominent models within the literature, which divides PL into the dimensions of benevolence, moralism and authoritarianism, this study set up a survey which was spread amongst various professionals within multi-national organizations.

The main conclusion out of this study was two-fold. One, PL appeared to, at least within this study, not be suitable for research as a global concept. The low and negative correlation between dimensions meant PL could not be studied effectively. However, benevolence, even with control variables included, did appear to have a significant positive influence on organizational commitment. The other two dimensions did not have any statistically significant impact on the relationship.

Friday, 28 June 2024   1.4 Master-thesis Paternalistic leadership Luc Daniel 4913094

7 Final thoughts

This thesis revealed numerous interesting insights on paternalistic leadership. While the data that came from this study was not as significant as was hoped, it still left room for plenty of discussion. The author believes that PL still needs to be researched extensively before it can reliably be used within the Western context. However, this style still holds some merit when employed correctly and in the right context. Finally, the author would like to thank everyone who was able to make this thesis happen and their support. Specifically, my supervisor Carina Schott for her mountain of help and assistance, who I could not have done without. My parents for their help in gathering data and giving me inspiration. Finally, my many friends and contacts who helped me gather data as well as provide feedback.

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Friday, 28 June 2024   1.4 Master-thesis Paternalistic leadership Luc Daniel 4913094

9. Appendixes

9.1 Copy of the survey used.

Paternalistic leadership thesis survey

Agreement   Dear   Participant,

Thank you for taking the time to participate in my thesis research. The goal of my research is to better understand the impact that leaders and their leadership styles can have on organizational commitment among employees within private companies.

Your answers will be kept confidential. Completing this survey should take approximately 5. Your participation in this research is voluntary. You have the right to withdraw from the study at any time. If you have questions or would like more information, you can contact the lead researcher of this study at l.daniel@students.uu.nl.

By clicking the button below, you acknowledge the following:
• My responses may be used in the research.
• My participation in the research is voluntary.
• I am aware that I can choose to end my participation at any time and for any reason.

 If you would, please indicate that you have read this statement and understood it by clicking the box below:

○ I agree, start the survey (1)

○ I do not agree, I do not wish to participate (CLICKING THIS BOX WILL END THE SURVEY!) (2)

This first few statements concern the way your manager/leader/supervisor behaves with you. With each statement, you will be granted the choice of saying how much you agree with a certain statement, with 1 being "strongly disagree" and 5 being "strongly agree".

	Strongly disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
My supervisor devotes all his/her energy to taking care of me. (1)	○	○	○	○	○
Beyond work relations, my supervisor expresses concern about my daily life. (2)	○	○	○	○	○
My supervisor ordinarily shows concern for my comfort. (3)	○	○	○	○	○
My supervisor will help me when I am in an emergency. (4)	○	○	○	○	○

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My supervisor handles what is difficult to do or manage in everyday life for me. (5)

○　　　　○　　　　○　　　　○　　　　○

My supervisor tries to understand what the cause is when I do not perform well. (6)

○　　　　○　　　　○　　　　○　　　　○

	Strongly disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
My supervisor uses his/her authority to seek special privileges for himself/herself. (1)	○	○	○	○	○
My supervisor **does not** take the credit for my achievements and contributions for himself/herself. (2)	○	○	○	○	○

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My supervisor **does not** take advantage of me for personal gain. (3)	○	○	○	○	○
My supervisor **does not** use personal relationships or tricks to obtain personal gains. (4)	○	○	○	○	○
My supervisor employs people according to their skills and virtues. (5)	○	○	○	○	○

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My supervisor does not envy's other people's skills and virtues (6)

○   ○   ○   ○   ○

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	Stron gly disagree (1)	Some what disagree (2)	Neit her agree nor disagree (3)	Some what agree (4)	Stron gly agree (5)
My supervisor asks me to follow his/her instruction s completel y. (1)	○	○	○	○	○
My supervisor decides on all decisions in the organizati on, whether they are important or not. (2)	○	○	○	○	○

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My supervisor always has the last say in the meeting. (3)	○	○	○	○	○
My supervisor always behaves in a commanding fashion in front of employees. (4)	○	○	○	○	○
My supervisor scolds us when we cannot accomplish our tasks. (5)	○	○	○	○	○

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| W e must follow his/her rules to get things done. (6) | ○ | ○ | ○ | ○ | ○ |

The second part of this research concerns the commitment you as an employee show to your organization. Each statement has a scale from 1 for "strongly agree" to 5 for "strongly disagree".

Friday, 28 June 2024   1.4 Master-thesis Paternalistic leadership Luc Daniel 4913094

	strongly disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
I would be very happy to spend the rest of my career with this organisation. (1)	○	○	○	○	○
I really feel as if this organisation's problems are my own. (2)	○	○	○	○	○
I **do** feel a strong sense of belonging to my organisation. (3)	○	○	○	○	○

Friday, 28 June 2024   1.4 Master-thesis Paternalistic leadership Luc Daniel 4913094

I **do** feel emotionally attached to this organisation (4)	○	○	○	○	○
I **do** feel like part of the family at my organisation. (5)	○	○	○	○	○
This organisation has a great deal of personal meaning for me. (6)	○	○	○	○	○

Friday, 28 June 2024   1.4 Master-thesis Paternalistic leadership Luc Daniel 4913094

	strongly disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
Right now, staying with my organisation is a matter of necessity as much as desire. (1)	○	○	○	○	○
It would be very hard for me to leave my organisation right now, even if I wanted to. (2)	○	○	○	○	○

Too much of my life would be disrupted if I decided to leave my organisation now. (3)	○	○	○	○	○
I feel that I have too few options to consider leaving this organisation. (4)	○	○	○	○	○

If I had not already put so much of myself into this organisation, I might consider working elsewhere. (5)

    ○   ○   ○   ○   ○

One of the few negative consequences of leaving this organisation would be the scarcity of available alternatives. (6)

    ○   ○   ○   ○   ○

	strongly disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
I do not feel any obligation to remain with my current employer. (1)	○	○	○	○	○
Even if it were to my advantage, I do not feel it would be right to leave my organisation now. (2)	○	○	○	○	○
I would feel guilty if I left this organisation now. (3)	○	○	○	○	○
This organisation	○	○	○	○	○

deserves my loyalty. (4)					
I would not leave my organisation right now because I have a sense of obligation to the people in it. (5)	○	○	○	○	○
I owe a great deal to my organisation. (6)	○	○	○	○	○

Final questions Thank you very much for helping me out with my thesis! Here are some quick final questions regarding yourself! Again, anonymity is guaranteed within this project!

Age What age category are you in?

○ Younger than 25 (1)

○ Between 26 and 30 (2)

○ Between 31 and 35 (3)

○ Between 36 and 45 (4)

○ Between 46 and 55 (5)

○ Between 56 and 65 (6)

○ Older than 66 (7)

Gender What is your gender?

○ Male (1)

○ Female (2)

○ Non-binary / third gender (3)

○ Prefer not to say (4)

education What is the highest degree/education you have?

○ Less than high school (1)

○ High school graduate (2)

○ Bachelor's degree (3)

○ Master's degree (4)

○ Doctorate/PHD or higher (5)

Work experience How much work experience do you have? (this means overall, not limited to your current organization)

○ <5 years (1)

○ Between 5 and 10 years (2)

○ Between 11 and 20 years (3)

○ Between 21 and 30 years (4)

○ > 31 years (5)

Location Where are you primarily based for your main function? aka, where do you
mostly   work?

◯ Within either the US or European countries (not limited to EU itself) (1)

◯ Outside US or Europe (2)

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9.2 Descriptive statistics

What age category are you in?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Younger than 25	24	18.9	23.8	23.8
	Between 26 and 30	9	7.1	8.9	32.7
	Between 31 and 35	11	8.7	10.9	43.6
	Between 36 and 45	19	15.0	18.8	62.4
	Between 46 and 55	25	19.7	24.8	87.1
	Between 56 and 65	11	8.7	10.9	98.0
	Older than 66	2	1.6	2.0	100.0
	Total	101	79.5	100.0	
Missing	System	26	20.5		
Total		127	100.0		

What is your gender?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	73	57.5	72.3	72.3
	Female	26	20.5	25.7	98.0
	Prefer not to say	2	1.6	2.0	100.0
	Total	101	79.5	100.0	
Missing	System	26	20.5		
Total		127	100.0		

What is the highest degree/education you have?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High school graduate	12	9.4	11.9	11.9

		Frequency	Percent	Valid Percent	Cumulative Percent
	Bachelor's degree	32	25.2	31.7	43.6
	Master's degree	49	38.6	48.5	92.1
	Doctorate/PHD or higher	8	6.3	7.9	100.0
	Total	101	79.5	100.0	
Missing	System	26	20.5		
Total		127	100.0		

How much work experience do you have? (this means overall, not limited to your current organization)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<5 years	26	20.5	25.7	25.7
	Between 5 and 10 years	14	11.0	13.9	39.6
	Between 11 and 20 years	14	11.0	13.9	53.5
	Between 21 and 30 years	30	23.6	29.7	83.2
	> 31 years	17	13.4	16.8	100.0
	Total	101	79.5	100.0	
Missing	System	26	20.5		
Total		127	100.0		

Where are you primarily based for your main function? aka, where do you mostly work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Within either the US or European countries (not limited to EU itself)	78	61.4	77.2	77.2
	Outside US or Europe	23	18.1	22.8	100.0
	Total	101	79.5	100.0	
Missing	System	26	20.5		
Total		127	100.0		

Report

	What is your gender?	What age category are you in?	What is the highest degree/education you have?	How much work experience do you have?	Where are you primarily based for your main function? aka, where do you mostly work?
Mean	1.32	3.52	3.52	2.98	1.23
N	101	101	101	101	101
Std. Deviation	.582	1.809	.807	1.470	.421
Grouped Median	1.28	3.80	3.56	3.16	1.23
Minimum	Male	Younger than 25	High school graduate	<5 years	Within either the US or European countries (not limited to EU itself)
Maximum	Prefer not to say	Older than 66	Doctorate/PHD or higher	> 31 years	Outside US or Europe