

The Mediating Role of Employee's Work Engagement in the Effect on Organizational Identification of Paternalistic Leadership Behaviour

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Extensive Summary

In this study, it is aimed to control the effect of the paternalistic leadership which is identified as one of the recognized leadership styles in Turkey on the outcomes of employee behavior and to expand the field of paternalist leadership in the framework of research conducted with the idea of determining how and what kind of effects effective leadership characteristics and behaviors have on outcomes and outcomes of employee behaviors.

In literature, within the scope of paternalistic leadership conception in Turkey, there seems to be a limited number of research taking into account the mutual expectations of working with leaders. In this respect, it reveals the importance of the study to learn the relation between paternalist leadership and the attitudes and behaviors of the employees and to determine how paternalist leadership can benefit from the organizational output and to determine the extent to which it can be beneficial or destructive for an organization.

When both global developments in the world and socio-economic processes in Turkey are evaluated together, it can be said that the problems of the individuals within the organization with the individual in society to be a whole. For this reason, today's organizational structures should take the decisions and practices that can eliminate the employees as much as possible from these problems. The management team should demonstrate a prioritized approach to identifying employees with their organizations and increasing their passion, while at the same time, propounding an appropriate

management style and/or leadership.

In the consideration of all these in this study, the effect of paternalist leadership on organizational identification and work engagement is examined. In the first part of the study, a conceptual framework is presented about paternalist leadership, organizational identification and work engagement and in the second part, the research method and the findings and results obtained are included.

Quantitative data analysis was preferred in the study. The questionnaire, which uses the 5-point Likert scale, involves the demographic questions and the paternalist leadership scale including three-dimensional expressions, and the organizational identification and work engagement scales including one-dimensional expressions. For the paternalist leadership, Cheng et al. (2000)'s 26 - item Paternalist Leadership Scale, for organizational identification Mael and Asforth (1992)'s Organizational Identification Scale, and for the work engagement a 9-item short version of UWES Work Engagement Scale of Shaufeli et al. (2006) was used. As a research model, structural equation model (SEM) was preferred. SPSS 22.0 package program and AMOS 24 SEM program were used together to analyze the data. For the validity test, exploratory factor analysis was applied and the structure of the dimensions was confirmed by confirmatory factor analysis. For reliability, Cronbach's alpha values were observed and the distribution was normal.

In this study, the effect of the levels of organizational identification of the benevolent, moral and authoritarian leadership of paternalist leadership, and the levels of organizational identification of the employees, and the mediating role of the employees' work engagement levels which have not been examined before. The data obtained from the survey conducted within this scope were tested with structural equation modeling and the model was verified. Accordingly, it was found that when employees' perceptions of paternalist leadership behavior in the workplace increased positively, organizational identification levels could be increased and work engagement levels would have a partial role in this increase. The findings of the analysis revealed that the sub-dimensions of the benevolence and moral leadership of paternalist leadership positively affect the organizational identification and these results coincide with the results of the other studies in the literature presented in the conceptual relations section. However, no effect of authoritarian leadership sub-dimension on organizational identification has been determined. When literature was analyzed, in contrast to this conclusion in many studies, it was found that authoritarian leadership sub-dimension negatively affected organizational identification in many studies; Cheng et al. (2004), Farh et al. (2006), Niu et al. (2009), Çıraklar et al. (2016) study results were observed to coincide with this result. As a result of similar studies overlapping in this subject, it can be said that globalization, intercultural interaction through advances in transport and communication technologies and the loss of influence of the authoritarian leadership by the effect of the sub-dimension of moral leadership revealed this conclusion seen in individualist cultures.

When the findings related to the mediating role of work engagement on the effect of paternalist leadership on organizational identification are evaluated; while work engagement has a partial mediation in the effect of the moral leadership sub-dimension on organizational identification, it has been determined that it has a full mediation in the effect of the sub-dimension of the benevolent leadership on organizational

identification. When considered as a whole, it is possible to say that the work engagement is partly involved in the effect of paternalist leadership on organizational identification. The results of these analyzes are consistent with similar studies in the literature.

The results of this study were limited to the sample. The findings obtained and the validated structure to be applied and tested by the future researchers to the larger sample population, therefore, the repetition of cultural classifications that have been made long years ago and to what extent it has changed will be a significant contributor to the literature. In addition, future studies on different conceptual research and other organizational behavior outcomes that will mediate the effect between organizational identification and paternalistic leadership with the aim of expanding the field of paternalistic leadership will also be of great importance.