

Investigating Relationships among Paternalistic Leadership, Organizational Commitment, Organization Citizenship Behavior, Psychological Contract and Turnover Intention: A Case of Pakistani SMEs

¹Bilal Afsar and ²Maryam Rehman

¹School of Management, Asian Institute of Technology, Bangkok, Thailand

²University of Canberra, Australia

Abstract: Paternalistic leadership is characterized by a patriarchal, totalitarian and authoritarian style of management. The purpose of this empirical study is to investigate the relations among paternalistic leadership, organizational commitment, psychological contract, organization citizenship behavior and turnover intention on Pakistani workers of small and medium enterprises. Data was obtained from 1031 individuals working in various SMEs of Pakistan. The research study uses the structural equation model (SEM) by implementing SPSS 17.0 and LISREL 8.80 to empirically explore the relationships. The results show that moral and benevolent paternalistic leadership positively influences psychological contract. On the other hand, authoritarian paternalistic leadership positively affects turnover intention. Psychological contract fully mediates the relationship between paternalistic leadership (moral and authoritarian) and turnover intention. Moral and benevolent paternalistic leadership improves citizenship behaviors of employees across various SMEs of Pakistan and benevolent paternalistic leadership had a moderate effect on affective commitment and strong effect on continuance commitment. However authoritarian paternalistic leadership had a negative impact on commitment and organization citizenship behavior of the employees. This research addresses the gap in literature as there has been no research catering for the mediating effect of psychological contract on paternalistic leadership and turnover intention.

Key words: Paternalistic leadership • Organizational commitment • Organization citizenship behavior
• Psychological contract • Turnover intention

INTRODUCTION

Since Silin (1976) [1] pioneered research on paternalistic leadership behavior, Redding (1990) [2], Westwood (1992) [3], Cheng, Chou, Wu, Huang and Farh (2004) [4], Lee and Chuang (2009) [5], Suazo (2009) [6] as well as Pellegrini and Scandura (2008) [7] continued investigation into the subject, in turn making paternalistic leadership a significant and momentous focus in the field of organizational behavior. Erben and Güneşer (2008) [8] performed qualitative analysis research for paternalistic leadership, successfully analyzing various research locales and subjects, providing a diverse interpretations and readings on paternalistic leadership and instilling paternalistic leadership with contemporary meaning consistent with the organizational environment. Previous

research has demonstrated that different components of PL may differently affect employee work attitudes and performance (Chan, Huang, Snape & Lam, 2012 [9]; Chen, Eberly, Chiang, Farh & Cheng [10], in press; Erben & Güneşer, 2008; Pellegrini & Scandura [11], 2006, 2008; Pellegrini, Scandura, & Jayaraman, 2010 [12]; Soylu, 2011 [13]). These researches show that paternalistic leadership is an important topic to explore and has improved organizational performance by improving commitment, job satisfaction and citizenship behavior of the employees.

Paternalistic leadership was historically a prevalent management style in early capitalistic businesses and is more effective in eastern societies due to socio-economic and cultural factors (Wren, 2005) [14]. Several studies conducted by Farh, Cheng, Chou and Chu (2006) [15] have reported that eastern employees place a high value

on paternalistic leadership (PL). PL applies to Pakistani context because most of the employees are obedient to their leaders and prefer follower role (Chan *et al.*, 2012; Suazo, 2009). In PL, a leader must express, under the atmosphere of ruling by people, father's benevolence, dignity, control and morally unselfishness. Therefore, PL is closer to the eastern societies and enterprises than the other western leadership styles (Farh & Cheng, 2000) [16]. A large number of employees want to be lead by a supervisor who can take care of them and guide them best in the organizations. PL is based on the idea that the leader is in a better position than the followers to know best what is good for the organization, or the followers. PL is effective especially in case of small and medium enterprises where the owner of business usually takes the role of an expert father figure and monitors and cares about the employees for better organizational performance (Maryam & Afsar, 2012; Piccolo & Colquitt, 2006).

Paternalism is a prevailing cultural trait of conventional eastern societies such as China, Japan, India and Korea. Paternalism can be explained in different context like social, organizational and personal relationship (Aycan, 2001) [17]. Westwood (1992); Cheng, Chou and Farh (2000); Chu and Hung (2009), pointed out that the PL consists of many elements, the main ones being grace-bestowing, virtue establishment and prestige imposing. The three leadership concepts are named "benevolent leadership, morale leadership and authoritarianism." Aycan, (2006) [18]; Cheng, Huang, Chou (2002) [19]; Collins (2010); Pellegrini and Scandura (2008) suggest that paternalistic practices benefits organization by decreasing the turnover intentions (TI). Robinson & Rousseau (1994) [20]; Nelson, Tanks and Weymouth (2006), propose that both employer and employees have different perceptions regarding the terms of the employment relationships (psychological contract) and through benevolent and moral paternalistic leadership, the employees perceive the organization and leader as caring and supportive which decreases intent to quit the organization.

PL refers that leaders grant favours, set a moral example and build authority to followers. Moral leaders express high integrity, self-cultivation, devotion to job and professional ability to subordinates. Therefore, the organizational commitment and citizenship behaviour can be raised (Cheng *et al.*, 2002; Niue, Wang & Cheng, 2009; Pellegrino, Scandia, & Jayaraman, 2007). Authoritarian leaders use influence to discipline subordinates which may result into negatively emotional responses and trim down organizational commitment. On the other hand,

authoritarian leaders can express their ability to request subordinates to conform to orders and engender a higher commitment (Kuo & Chen, 2006) [21]. Moreover, Lin (2005) found that leadership has certain correlation with performance in the study of relationships among paternalistic leadership, organizational citizenship behavior, psychological contract and performance. The few theoretical, historical and case study-method studies of paternalism (e.g., Chen & Lee, 2008 [22]; Farh & Cheng, 2000; Tsui, Bian & Cheng, 2006; Yang, Mossholder & Peng, 2009) [23] suggest a positive relationship between paternalism and employees' job attitudes and behaviors such as organizational commitment, citizenship, innovative behaviors and intent to stay.

Sekiguchi, Burton and Sablinski (2008) [24] emphasize that leadership is related with country culture on their study of paternalistic leadership, citizenship behavior, commitment and turnover intentions. However there is not enough literature which explored the relationship of PL with psychological contract and its mediating role between PL and turnover intention in SME's and this research addresses the gap in literature by empirically testing the relationships in the Pakistani organizations and culture keeping SME's as the unit of analysis.

Literature Review

Paternalistic Leadership: PL has received little attention within the organizations' literature and that this concept is regarded as holding little value in the study of contemporary organizations. PL is a system, principle, or practice of managing or governing individuals, a business, or nation in the manner of a father dealing benevolently and intrusively with his children. The three PL dimensions, as proposed by Farh and Cheng (2000); Chen, Eberly, Chiang, Farh and Cheng (2011) [25]; Westwood (1997) [26], are authoritarianism, benevolence and morality. Authoritarianism is the practice, in which the leader or supervisor, with absolute power over followers, makes all decisions, monitors major activities, sets strategies and controls followers' actions. Benevolence shows a malleable side of the leader who cares about followers' personal well-being and shows concerns for my private daily life and health of followers. Morality requires the leader to demonstrate high moral values, decency, doesn't gain private profit through privilege, show good citizenship behaviors, be unselfish and impartial, act as an excellent role model and set a good example of superior personal virtues and self-discipline for followers (Rank, Nelson, Allen & Xu, 2009) [27].

Organizational studies view PL as a way of controlling employees through family imagery where the manager acts as a caring, helping and protective head of the industrial household (Wang, Law, Hackett & Chen, 2005) [28]; and as a lop-sided power relationship, which is a form of personalization (Stalker, 2000) [29]. An authoritarian paternalistic leader asserts controlling authority and requests from subordinates to act in accordance with his or her demands without dissent. A benevolent paternalistic leader exhibits a personalized concern for subordinates' personal and family well being while expecting subordinates to feel indebted and obliged to reciprocate when appropriate. A moral paternalistic leader possesses virtues of self-discipline and exemplary personal and work conduct that influences subordinates to "respect and identify with the leader" (Pellegrini & Scandura, 2008).

Paternalistic Leadership and Organizational Commitment: Organizational commitment (OC) refers to an employee's faithfulness to the organization, identification and belongingness with the organization, (i.e., pride in the organization and internalization of organizational goals) and involvement in the organization, i.e., personal effort made for the sake of the organization (Cheng, Chou, & Farh, 2000; Pellegrini & Scandura, 2006, 2008). OC is a connection to the whole organization and not to the job, work group, or belief in the importance of work itself and it is imbued with trust and hard work of the employees (Schriesheim, Neider & Scandura, 1998) [30]. The importance of OC lies in the complex relationship between the organization and the individual and the extent to which commitment to an organization promotes other positive work behaviors (Walumbwa, Wang, Lawler & Shi, 2004) [31]. Min, Xu, Jiuping, Hong and Kan (2007) [32] show that when leaders exhibit PL traits towards their employees, the commitment of the employees increase and they feel themselves as an eternal part of the organization and work harder to achieve the organizational and personal goals and majority of the employees toil to make organization more successful.

According to Farh *et al.*, (2006), OC has three types: namely affective, normative and continuance commitment. Affective commitment is "how much employee is emotionally attached and involved with organization 'while normative commitment is sense of responsibility to employment'. Lastly continuance commitment is "an understanding of the costs linked by leaving the organization. The definition of organizational commitment can vary depending on researchers and construction and

validation of models. Buchanan (1974) considered OC as an adherent, affective attachment, alignment with the supervisor's expectations, ones' role to the goals and values of an organization. That is, identification, participation, attachment and loyalty in the organization. Konovsky and Pugh (1994) [33] as well as Levine (2003) [34] found that OC can either cultivate hatred or reinforce confidence depending on individual psychological recognition. Langfred (2005) [35] separated OC into three factors: (a) the idea of organizational goal and value acceptance (i.e., value commitment), (b) the willingness to pursue organizational benefit (effort commitment) and (c) the intensive desire of organizational position maintenance (i.e., retention commitment). Allen and Meyer (2011) [36] and Cheng and Wu (2006) found OC is significantly related to organizational performance and leadership styles.

With respect to the OC, Mowday, Steers and Porter (1979) [37] discussed that people select explicit kinds of normative climates, with these kinds of climate employees need to be more dedicated toward organization, so commitment toward organization in benevolence-base climates must be comparatively higher than egoism-based climates. However employees when are treated with autocratic style fear more which lessens their commitment to the organization. Fear inculcates lack of belongingness and attachment which makes employees less adaptable to the organization goals and objectives. Hence authoritarian leadership breeds lack of continuance commitment (Meyer, Stanley, Herscovitch & Topolnytsky, 2002). It has been observed that subordinate responses to their leaders' behavior vary according to the type of the leadership behavior. Benevolent leadership is mainly favour granting, such as individualized care, sympathetic and understanding and forgiving (Leiter & Maslach, 2006) [38]. This characteristic of PL might bring forth affective commitment of employees. Furthermore, Farh, Cheng, Chou, & Chu (2006); Riketta (2002) [39], found that one of the antecedents of affective commitment is the quality of relationship between subordinates and superiors. If the relationship is guided by sympathy and care, it fosters affective commitment. Moral leadership encompasses setting an example and role model behaviors, such as integrity, veracity and gratifying one's obligations, never taking advantage of others, uprightness and selfless paragon (Pasa, Kabasakal & Bodur, 2001) [40]. Causes of normative commitment are the promotion opportunities, training and development provided for the employees, career counselling and other long-term investments that are done by the

organization (Feather & Rauter, 2004). Moral leadership behaviors does affect the normative commitment of the employee because the employee feels an obligation to stay at the organization because of a sense of duty, expectation of the supervisor, ethical climate and loyalty to moral obligation (Sagie, 1998 [41]; Wu, Hsu, & Cheng, 2002).

It may be expected that authoritarian leadership behaviors lead to OC because of fear. According to the descriptions above, the following hypothesis can be stated:

Hypothesis 1: Paternalistic leadership influences organizational commitment.

(H1a: MPL positively influences OC; H1b: BPL positively influences OC; H3c: APL negatively influences OC).

MPL is moral paternalistic leadership; BPL is benevolent paternalistic leadership; APL is authoritarian paternalistic leadership.

Paternalistic Leadership and Organizational Citizenship Behavior: Organ and Ryan (1995) [42] deliberated that organization is a obliging group organized by the eagerness to cooperate and to make efforts. This eagerness to cooperate viaduct, based on the active, impulsive and personal contributions, is purely economic exchange perspective. Therefore, this concept of eagerness to cooperate issued by Barnard functions as intra-role behavior and embodies another concept of organizational citizenship behavior. Kuvaas (2008) [43]; Van Dyne, Graham and Dienesch (1994) [44], proposed that OCB includes task performance, positive contribution to organization future course of action, ethical consideration, avoiding conflicts, social support for other colleges, transferring knowledge, defending the organization, proposing solution and suggestions to enhance the organization performance.

Farh, Earley and Lin (1997) [45] defined OCB as “usually not in the formal organizational rewards, but very useful to organizational functions and performance” Many researchers have referred to OCB as the behavior performed by the individual to help the organization as well as individuals working in that organization to achieve their goals and objectives. Chen, Tsu and Farh (2002) [46]; Ertürk (2007) [47] and Koys (2006) [48], explored the effects of PL on the citizenship behavior and concluded that both moral and benevolent PL increase the involvement of the employees in helping behaviors, altruism, courtesy, conscientiousness, civic virtue and

sportsmanship and extra role behaviors. However when leaders deal their subordinates with authoritarian paternalistic style, contextual performance of the subordinates decreases which inhibit their willingness to help others and display counterproductive work behavior. According to the descriptions above, the following hypothesis can be stated

Hypothesis 2: Paternalistic leadership influences organization citizenship behavior

(H3a: MPL positively influences OCB; H3b: BPL positively influences OCB; H3c: APL negatively influences OCB)

Paternalistic Leadership and Psychological Contract: Psychological contract (PC) is an informal obligation and implicit unwritten and non verbal set of expectations of employees and employers (Coyle & Neuman, 2004) [49]. Robinson and Morrison (1995) [50]; Rousseau (1995) [51]; Turnley, Bolino, Lester and Bloodgood (2003), propose that PC sets the dynamics for the relationship and defines the detailed practicality of the work to be done and through good leadership skills it can enhance motivation and commitment of the employees. Morrison and Robinson (1997) [52] said that PC is an individual’s ‘subjective beliefs’, shaped by the employing organization, regarding the terms of a mutual exchange. Raja, Johns and Ntalianis (2004) [53] suggested that those managers and leaders who balance the unwritten needs of their employees with the needs of the company are successful and profitable. Leaders then need to invest time, effort and where needed money to make certain that this balance is achieved.

PCs are highly significant within this employment context because they help the employee frame the relationship and this serves to guide their behavior (Rousseau, 1995). Hui, Lee and Rousseau (2004) as well as Kuvaas (2008) showed that employees develop their PC based on the organizational agents they interact with, usually an immediate supervisor or manager and leaders through their benevolence and morality increase the perception of PC among employees. Paternalistic leaders play the role of shaping out the better future for their followers to maintain their position as an effective leader as well as understanding their followers’ desires and values. They emphasize shared ideal values which can have a positive psychological influence on their subordinates (Cho, Cheong & Kim, 2009 [54]; De Hoogh, Den Hartog, Koopman [55], Van den Berg, Van Der Weide & Wilderom, 2005 [56]).

Previous literature has established the relationship between psychological contracts and leadership (Dabos & Rousseau, 2004; Raja *et al.*, 2004; Rousseau, 1990; Zhao, Wayne, Glibkowski & Bravo, 2007). Research suggests that newcomers often rely extensively on their supervisor and leaders which helps in matching the parties' expectations and thereupon performance is likely to be good and satisfaction levels will be high (Chao & Kao, 2005; Turnley *et al.*, 2003). However, employees are usually demotivated and resentful of authoritarianism within the organization and a negative PC can result among employees if leaders exhibit authoritarian PL style of management (Cheng, Huang & Chou, 2002; De Jong, Schalk & De Cuyper, 2009). Therefore, this study infers the following hypotheses:

Hypothesis 3: PL influences PC. (H3a: MPL positively influences PC; H3b: BPL positively influences PC; H3c: APL negatively influences PC.)

Psychological Contract and Turnover Intention:

Voluntary employee turnovers incur significant cost for an organization. Thus it is important to identify turnover intents as early as possible and such intentions are curtailed by positive psychological contracts among employees and employer (Freund, 2006). PC confers upon employee as signals about the state of his relationship with the employer and when an employee and an organization have a relationship that is characterized by mutual investment and reciprocal commitment to the relationship, the relationship may become a self-fulfilling prophecy that makes the employee and the organization more attached to each other (Dabos & Rousseau, 2004; Guest, 2004). Support for direct relations between the PC and intention to quit the organization has been shown in previous studies (Dabos & Rousseau, 2004; Jaramillo, Grisaffe, Chonko & Roberts, 2009; Joo, 2010; Raja *et al.*, 2004; Schmidt & Lee, 2008).

Although the PC is unwritten and occurs implicitly, the fulfilled or the breach of PC has been proved to evidently influence the employees' behavior and intention to quit (Schwepker, 2001). Robinson (1996); Wong and Law (2002); Schalk and Roe (2007) studies have shown that when PC is fulfilled, employees experience greater job satisfaction, job security, intent to stay with the organization and trust in the organization. Contrary to this, when a breach occurs, employees are inclined to perform more poorly, engage in greater job search activities and cut back on constructive behaviors, such as organizational citizenship behavior and

organization commitment (Chen & Silverthorne, 2005; Cheng, Jiang & Riley, 2003; Ha & Choi, 2002; Jaramillo, Mulki & Solomon, 2006; Lance, 1988 Robinson & Rousseau, 1994; Zhao, Wayne, Glibkowski & Bravo, 2007). On the basis of the literature we can propose that the PC breach positively influences Turnover Intention. Hypothesis 4 is:

Hypothesis 4: Psychological contract influences turnover intention.

Paternalistic Leadership and Turnover Intention: The behavior of the leader has strong relationship with the turnover intention (TI). Cheng *et al.* (2002); Janelle and John (2010); Gwavuya (2011), recommend that moral and benevolent styles of interaction with employees always benefit organization by decreasing and negatively impacting the turnover intent whereas whenever dealt with authority and punishments, the employees tend to leave more often. The workers who are treated harshly and coercively tend to quit quickly (Harris, Kacmar & Witt, 2005; Huery, Hsin & Chiou, 2008). So the proposed hypothesis is:

*Hypothesis 5: There is a negative relation between paternalistic leadership and turnover intention. (H5a: MPL negatively influences TI; H5b: BPL negatively influences TI; H5c: APL positively influences TI.)
The Mediating effect of PC*

In PL research, it has been found that one's commitment, organization citizenship behavior, job satisfaction, loyalty and trust are associated with authoritarian, benevolent and moral paternalistic leadership (Farh *et al.*, 2006; Grant & Wade-Benzoni, 2009; Joo & Park, 2010 Organ, 1988; Robinson and Rousseau, 1994; Selin Erben & Guneser, 2008). As employees who value their leaders high on paternalism are likely to remain loyal to the organization and less prone to quitting but this argument holds only under psychological contract with the employer. However, no overarching research has been conducted that deals with the relationship between paternalistic leadership, TI and the mediating role of PC on employee's intent to leave the organization when treated by the manager in authoritarian, benevolent or moral style. Thus, we attempt to fill this gap in the research by exploring a theoretical underpinning for these linkages arguing that breach of a promise or trust, in the form of PC violation, will produce feelings of betrayal and employees will therefore experience a greater intensity of

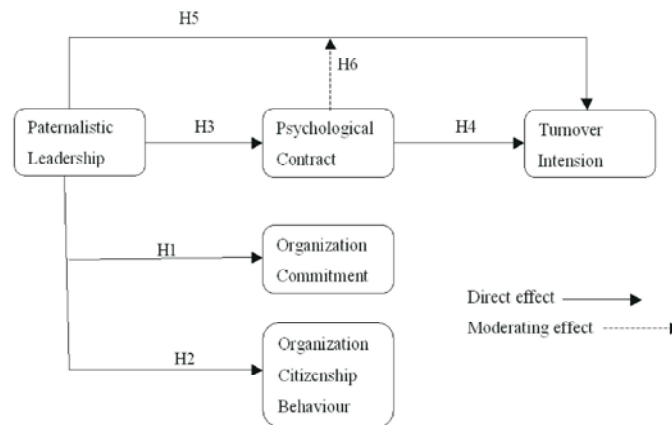


Fig. 1: Research model

reaction, resentment, demonization and turnover intent than if expectations are not met [57-76]. So this research proposes that PC will also play the mediating effect as stated in below hypotheses:

Hypothesis 6: PC mediates the relation between PL and TI. (H6a: PC mediates the relation between MPL and TI; H6b: PC mediates the relation between BPL and TI; H6c: PC mediates the relation between APL and TI.)

The theoretical model is given in Figure 1:

Method

Sample and Procedure: Data were collected by means of nationwide survey of 1031 employees across 106 SMEs of Pakistan over a period of 6 months from July 2012 to January 2013. Among the respondents, the percent of male was 81.2; the average age was 32.5 (SD=5.90); the average employment time was 3.19 (SD=0.13) years; the average time working under the leader was 2.69 (SD=0.27) years.

Measures

Paternalistic Leadership (PL): PL was measured using the PL Scale, developed by Cheng and his colleagues. The scale was taken from Cheng et al. (2004). PL has three distinct dimensions named authoritarian leadership, benevolent leadership and moral leadership. The scale consisted of 32 items and a six point Likert scale ranging from “strongly disagree” (1) to “strongly agree” (6) was used. Confirmatory Factors Analysis (CFA) on the questionnaire showed it had enough validity. Factor analyses using a principle components solution with varimax rotation was applied to the 26 items representing

the dimensions of PL to determine whether the three factors found by Cheng et al. would emerge again. Numerous rotations were made to obtain the best representation of the data and thirteen items were left out of the analysis that did not have large factor loadings (<0.50) and items that had cross loadings. As shown in Table 1, three of the PL dimensions were found as a result of the factor analysis which is consistent with Cheng et al. dimensions - benevolent, moral and authoritarian leadership. Cronbach's alpha of authoritarian leadership, benevolent leadership and moral leadership were 0.82, 0.75 and 0.71 respectively.

Organizational Commitment: OC was measured using the 18-item Organizational Commitment Scale developed by Meyer & Allen (1991). It has three subscales, namely affective, continuance and normative commitment. Each subscale had six items. Affective commitment measured how the individual feels about staying with the organization whereas the continuance commitment assessed the costs and overheads associated with quitting the organization and availability of attractive alternatives and the normative commitment subscale assessed the level of obligation and responsibility an individual feels to continue with the organization because it is the right thing to do. A 6-point response scale was used, ranging from “strongly disagree” (1) to “strongly agree” (6). OC scale was factor analyzed using varimax rotation. Numerous rotations were made to obtain the best representation of the data and seven items were left out of the analysis that did not have large factor loadings (<0.50) and that had cross loadings. The results of the factor analyses indicate that the OC scale consisted of two factors – affective and continuance commitment.

Table 1: Factor analyses results of paternalistic leadership scale

Factor	Loadings
<i>Authoritarianism paternalistic leadership (MPL)</i>	
APL1: My supervisor doesn't leak any information to us.	0.642
APL2: My supervisor often brings me much pressure while I am working with him/her.	0.792
APL3: My supervisor exercises strict discipline over subordinates.	0.754
APL4: My supervisor always reprimands us when the task isn't completed.	0.835
APL5: My supervisor's suggestion is always the final decision of the meeting.	0.756
<i>Benevolent paternalistic leadership (BPL)</i>	
BPL1: My supervisor often shows concerns for my private daily life.	0.722
BPL2: My supervisor often inquires after my health in my daily life.	0.787
BPL3: My supervisor ordinarily shows a kind concern for my comfort.	0.691
BPL4: My supervisor will help me when I'm in an emergency.	0.512
BPL5: My supervisor takes very thoughtful care of subordinates who have spent a long time with him/her.	0.639
BPL6: My supervisor meets my needs according to my personal requests.	0.829
BPL7: My supervisor encourages me when I encounter arduous problems.	0.744
BPL8: My supervisor takes good care of my family members as well.	0.878
<i>Moral paternalistic leadership (MPL)</i>	
MPL1: My supervisor is decent and doesn't gain private profit through privilege.	0.590
MPL2: My supervisor treats us impartially and selflessly.	0.554
MPL3: My supervisor doesn't take the credit for my achievements and contributions for himself/herself.	0.674
MPL4: My supervisor won't make contacts or get his/her interests through the back door.	0.793
MPL5: My supervisor is the good example to us.	0.742
MPL6: My supervisor employs people according to their virtues.	0.764
MPL7: My supervisor often disciplines him/her and always takes the lead.	0.811
Kaiser-Meyer-Olkin Value: 0.892; df: 215	
Bartlett significance value: 0.000; chi-square -value: 1957.695	

Table 2: Factor analyses results of organizational commitment scale

Factor	Loadings
<i>Affective commitment (AC)</i>	
AC1: I was taught to believe in the value of remaining loyal to one organization.	0.774
AC2: I would be very happy to spend the rest of my career with this organization.	0.625
AC3: I feel emotionally attached to this organization.	0.727
AC4: I feel "like part of my family" at my organization.	0.751
AC5: This organization has a great deal of personal meaning to me.	0.716
AC6: Too much in my life would be disrupted if I decided	0.617
AC7: I wanted to leave my organization now.	0.529
AC8: I feel as if these organization's problems are my own.	0.594
AC9: It would be hard for me to leave my organization right now.	0.511
<i>Continuance commitment (CC)</i>	
CC1: I feel that I have few options to consider leaving this organization.	0.864
CC2: Right now, staying with my organization is a matter of necessity as much as desire.	0.796
CC3: One of the consequences of leaving this organization would be the scarcity of available alternatives.	0.683
Kaiser-Meyer-Olkin Value: 0.827; df: 95	
Bartlett significance value: 0.000; chi square-value: 837.531	

Table 3: Factor analyses results of organization citizenship behavior scale

Factor	Loadings
OCB1: I obey company rules and regulations even when no one is watching.	0.847
OCB2: I believe in giving an honest day's work for an honest day's pay.	0.748
OCB3: I am mindful of how my behavior affects other people's jobs.	0.815
OCB4: I help others who have heavy workloads.	0.658
OCB5: I help orient new people even though it is not required.	0.674
OCB6: I am proud to tell others that I am part of this organization.	0.566
Kaiser-Meyer-Olkin Value: 0.919; df: 195	
Bartlett significance value: 0.000; chi square-value: 789.038	

Table 4: Factor analyses results of turnover intention scale

Factor	Loadings
TI1: As soon as I can find a better job, I will quit at this organization.	0.736
TI2: I often think about quitting my job.	0.715
TI3: I will probably look for a new job by the next year.	0.735
TI4: I plan to be with [the company] five (5) years from now.	0.713

Kaiser–Meyer–Olkin Value: 0.857; df: 213
 Bartlett significance value: 0.000; chi square-value: 1027

Inconsistent with Allen and Meyer’s methodology, the normative commitment dimension could not be derived because some of the items measuring normative commitment were left out of the analyses and some were included in the affective commitment dimension as shown in Table 2. Cronbach's alpha of continuance and affective commitment were 0.77 and 0.86 respectively.

Organization Citizenship Behavior (OCB): OCB scale was adopted from Organ (1988) OCB questionnaire which has good reliability and validity and has been widely applied in the study of organization citizenship behavior and the Cronbach's alpha was 0.82. The results of factor loadings are shown in Table 3.

Turnover Intention (TI): 4 items turnover intention scale adapted from Michigan Organizational Assessment Questionnaire (Cummann et al, 1979) was used to measure turnover intention items and a six point Likert scale ranging from “strongly disagree” (1) to “strongly agree” (6) was employed the Cronbach's alpha was 0.71. These four items along with factor loadings are shown in Table 4.

Psychological Contract (PC): PC was measured by Rousseau (2000) questionnaire of PC items and a six point Likert scale ranging from “strongly disagree” (1) to “strongly agree” (6) was used the Cronbach's alpha was 0.88.

RESULTS

Data analysis was conducted in three phases. First, factor analysis was conducted on all items from paternalistic leadership, OC, PC and turnover intention as shown in Table 1-5. Second, all scales and subscales were subjected to reliability analysis; the results are shown in Table 6. Third, regression analysis was also used to test the hypothesis. The total Chi-square values of this model reached 419.01; degree of freedom was 132; GFI was 0.96; CFI was 0.97; NNFI was 0.97; and RMSEA was 0.05. The inter-rater correlations of authoritarianism, moral and

benevolent behavior were 0.79; 0.74 and 0.93 respectively. Reliability analyses were conducted PL, OC, PC and TI scales and their subscales. The reliability coefficients, means and standard deviations for each variable were reported in Table 6.

To determine whether key theoretical constructs are distinct, we carried out a confirmatory factor analysis. We obtained maximum likelihood solutions using LISREL 8.7 (Joreskog & Sorbom, 1993). To be more specific, we compared a five factor model having five distinct factors with a single-factor model in which all observed indicators are loaded on to one factor. Multiple goodness-of-fit statistics were used to assess the fit, including the Goodness-of-Fit Index (GFI), the Adjusted Goodness-of-Fit Index (AGFI) and the Root Mean Square Residual (RMR) (Bentler & Bonnett, 1980; Joreskog & Sorbom, 1993, 1996). Using the single-factor model entails one overall factor, but low values of GFI and AGFI indicate a poor fit of the model to the data (.79 and .84, respectively). The five-factor model, however, is based on five distinctive factors, Paternalistic Leadership, OC, PC and Turnover Intention. This model shows a substantial increase of the GFI and AGFI to .89 and .98, which are far above normally accepted levels. In addition, the RMR of the five-factor model is .04, which is conventionally regarded as a good fit, while that of the single-factor model shows .07, which is outside the usually accepted range. In this research, Bartlett’s test of sphericity (p=0.00) indicated the statistical probability that the correlation matrix has significant correlations among at least some of the variables and the Kaiser-Meyer-Olkin measure of sampling adequacy (0.821) showed middling sampling adequacy. The five factors emerged with no cross-construct loadings above 0.5, indicating good discriminant validity. The research also demonstrated convergent validity with factor loadings exceeding 0.5 for each construct. Consequently, these results confirm that each of the three constructs is unidimensional and factorially distinct and that all items used to operationalize a particular construct is loaded into a single factor. The reliability of the questions and variables was tested and Cronbach’s Alpha for all items was above 0.70.

Table 5: Factor analyses results of psychological contract scale

Factor	Loadings
PC1: My supervisor has kept its promises to me.	0.765
PC2: My supervisor has done a good job of meeting its obligations to me.	0.743
PC3: I expect to gain promotion in this company with length of service and effort to achieve goals.	0.625
PC4: I feel part of a team in this organisation.	0.648
PC5: I feel this company reciprocates the effort put in by its employees.	0.531
PC6: I will work for this company indefinitely.	0.584
PC7: I am heavily involved in my place of work.	0.748
Kaiser–Meyer–Olkin Value: 0.938; df: 175	
Bartlett significance value: 0.000; chi square-value	

Table 6: Means, standard deviations and reliability coefficients of scales and subscales

Scale	Mean	Standard Deviation	Reliability (alpha)
Paternalistic leadership (overall)	4.2924	1.3372	0.91
Benevolent paternalistic	4.9341	1.0127	0.82
Moral paternalistic	4.6939	1.1528	0.75
Authoritarian paternalistic	3.2492	1.0351	0.71
OCB (overall)	3.9511	0.5289	0.82
Organizational commitment (overall)	4.1799	1.2968	0.86
Affective commitment	3.9740	1.1794	0.77
Continuance commitment	4.3859	1.2379	0.86
Turnover Intension	4.1936	1.1837	0.71
Psychological Contract	3.4823	0.6925	0.88

Table 7: Descriptive statistics and Pearson correlations

	1	2	3	4	5	6	7	8
1. APL (0.79)								
2. BPL 0.09 (0.83)								
3. MPL 0.34 0.57 (0.77)								
4. AC -0.26 0.46 0.49 (0.89)								
5. CC -0.47 0.36 0.67 0.58 (0.72)								
6. OCB -0.58 0.69 0.57 0.39 0.29 (0.85)								
7. PC -0.36 0.19 0.18 0.32 0.56 0.48 (0.71)								
8. TI 0.07 -0.17 -0.29 0.46 0.33 0.39 0.27 (0.78)								

All correlations significant at the $p < 0.01$ level, values in brackets show reliability estimates (Cronbach's alphas).

Table 8: Results of regression analysis

Independent Variable	Dependent Variable					
	Step 1	Step 2	Step 3	Step 4		Step 5
	PC	TI	TI	AC	CC	OCB
MPL	0.694		-0.318	0.319	0.203	0.573
BPL	0.412		-0.461	0.727	0.317	0.382
APL	-0.271		0.391	-0.271	0.358	-0.384
PC		-0.317				
F-value	95.72	123.96	237.39	70.95	128.56	289.57
R ²	0.495	0.629	0.492	0.358	0.619	0.696

In terms of possible multicollinearity, the simplest way to diagnose multicollinearity is to check a correlation coefficient larger than ± 0.7 . A preliminary *Pearson's zero-order correlation* analysis indicates no evidence of possible high levels of multicollinearity since there is no

correlation coefficient higher than ± 0.7 . Also, all variance inflation factors with this model are below 4.0, also indicating no problematic multicollinearity.

In order to label PC as a mediator between PL and TI, independent variable (benevolent paternalistic, moral paternalistic and authoritarian paternalistic) must have an effect on the suggested mediating variable, PC, (Hypothesis 3). Suggested mediating variable must have a significant effect on dependent variable (TI) (Hypothesis 4). Independent variable must have a significant effect on dependent variable (Hypothesis 5). In case of inclusion of the suggested mediating variable in the analysis, the effect of independent variable on dependent variable must be lower when the mediating variable is not included.

The results of the regression analysis, which was conducted according to the above steps, are shown in Table 8. PC was taken as a dependent variable and PL factors were taken as independent variables and regression analysis was run. The results indicated that there was a significant and positive relationship of moral paternalistic and benevolent paternalistic with PC ($b_1 = 0.694$, $b_2 = 0.412$, $p < 0.05$) but significant and negative relationship between PC and authoritarian PL ($b_3 = -0.271$, $p < 0.05$). Hypothesis 3 was confirmed partially only for benevolent and moral paternalistic leadership. The path coefficient from MPL to PC is significantly positive ($\gamma = 0.89$, $t\text{-value} = 3.79$), thus the

hypothesis that MPL positively influences PC is supported (H3a). The path coefficient from BPL to PC is negative and not significant ($\gamma=-0.17$, t -value=-1.09), this does not support the hypothesis (H3b) that BPL positively influences PC. The path coefficient from APL to PC is significant but show positive relationship ($\gamma=0.83$, t -value=4.29), this does not support the hypothesis (H3c) that APL negatively influences PC.

In the second step, regression analysis was used in order to test whether the suggested mediating variable had an effect on the dependent variable (TI). Results showed that PC had a significant and strong effect on TI ($b_1 = 0.317$, $p < 0.05$). The path coefficient from PC to TI significantly shows negative relationship ($\beta=-0.59$, t -value =-3.57), hence the hypothesis that PC negatively influences TI (H4) is supported.

In the third step of the model, it was expected that in case of inclusion of the suggested mediating variable in the analysis, the effect of the independent variable on the dependent variable must be lower when the mediating variable is not included. With the inclusion of PC in the analysis, the effect of the benevolent paternalistic on TI declined ($b = 0.156$, $p < 0.05$) with respect to the case while PC was not in the analysis ($b = 0.529$, $p < 0.05$). Contrary to what was expected, with the inclusion of the PC, the effects of benevolent paternalism on TI declined but PC was not significant. So, (Hypothesis 6) was confirmed.

The path coefficient from MPL to TI is negative but not significant ($\gamma=0.39$, t -value=1.06), thus the hypothesis that MPL negatively influences TI is not supported (H5a). The path coefficient from BPL to TI is negative but not significant ($\gamma=-0.15$, t -value=-0.63), this does not support the hypothesis (H5b) that BPL negatively influences TI. However, the path coefficient from APL to TI is significant and show positive relationship ($\gamma=0.73$, t -value =5.38), thus the hypothesis (H5c) that APL positively related to TI is upheld.

The relationship between BPL and TI shows significant indirect effect (t -value=-2.74). The relationship between BPL and PC is upheld so do the relationship between PC and TI, however there is no significant relationship between BPL and TI, hence the mediating effect of PC in the relationship of BPL and TI is fully supported (H6b).

The relationship between MPL and TI does not showing significant indirect effect (t -value=0.84), thus no mediating effect supported for benevolence dimension (H6a). However, the relationship between APL and TI shows significant indirect effect (t -value=-2.85). The relationship between APL and PC is not supported, while

the relationship between PC and TI, also the relationship between APL and TI are supported, hence the mediating effect of PC in the relationship of APL and TI is fully supported (H6c).

As expected, MPL ($\beta=0.183$, t -value=5.754, $p<0.01$) and BPL ($\beta=0.237$, t -value=7.829, $p<0.01$) had a strong positive influence on the Continuance OC and on Affective OC ($\beta=0.527$, t -value=6.726, $p<0.01$) and BPL ($\beta=0.372$, t -value=3.782, $p<0.01$). Hence H1a and H1b are supported. Similarly, MPL ($\beta=0.473$, t -value=7.529, $p<0.001$) and BPL ($\beta=0.318$, t -value=6.362, $p<0.001$) had a significant positive effect on the OCB. Therefore, H2 is supported. We found that the proposed model explained a significant percentage of variance in PL ($R^2=74.8\%$, F -value=97.41, $p<0.001$).

DISCUSSION

Findings from this study revealed that PL plays an important role in explaining OC and organization citizenship behavior of employees working in various SMEs of Pakistan. The present study also disclosed that PL explains a substantial amount of the variation in intention to quit organization and exhibited how PC mediates the relationship between PL and TI. This study finds that MPL and BPL are positively affecting PC consistent with Lo and Aryee's (2003). Wang, Law, Hackett, Wang & Chen (2005) found that the PC breach positively affects TI and Kim (1994), Cheng *et al.*, (2002) and Rank, Nelson, Allen & Xu (2009) suggest that paternalistic practices benefits organization by decreasing the TI which are consistent with the findings of this research. In the indirect relationship between PL to TI, this study finds that PC mediates the relationship between PL in moral and authoritarian dimension to TI of employees working in various SMEs of Pakistan.

The results demonstrate that, leaders' authoritarianism behavior, such as "to centralize power", "to disparage subordinate ability", "to closely supervise and control subordinate actions", is detrimental to develop commitment, loyalty and citizenship behavior towards the organization whereas benevolent behavior characterized by "malleable side of the leader" has the strongest influence on increasing the commitment and citizenship behavior of the employees. SME employees believe that if their leaders treat them with care, love and concern, they remain loyal, committed and feel themselves as a part of the organization. It means that kindness, morality and integrity are the prime condition to be a good leader in Pakistani SMEs. The results of the study

indicated that benevolent PL had a moderate effect on affective commitment but a strong effect on continuance commitment. These findings can be explained due to the fact that the individualized care of the benevolent leader fosters the identification of the employee with the organization and encourages the employee to emotional attachment as well as employees' evaluation about the costs associated with leaving the organization.

Moral PL shows strongest influence on employee's positive PC and relationship with the organization. Moral behavior stresses on the virtues of personal responsibility and unselfishness, setting themselves a good example to followers, which will obtain wide identity and imitation. Employees find their identity and perceive a higher match between their set of skills, obligations, needs and expectations with their respective organizations' dimensions. Authoritarianism leaders emphasize personal power position and unchallengeable authority by means of centralization, covering information and depreciating subordinates' performance which result in thinking about other options and quitting the job. Too much centralization and punishments result in an increasing trend in turnover intentions. Pakistani SMEs' employees may like caring leaders who look after and help them but they may dislike being treated strictly, coercion, manipulated or being looked after in a rule-governed way which is a characteristic of authoritarian paternalism. The perception of a positive PC can influence the employee's intention to quit the organization if dealt with authority, control and power.

Focusing on authoritarian leadership can be a source of lack of motivation and commitment unless the leader can find a way to allow his or her subordinates to accept this style of management. If leader's benevolence is high, the organization has a high number of committed and loyal employees, but on our evidence, the authoritarian face remains largely negative. The research shows that when leader authoritarianism and leader morality and benevolence are high, subordinate commitment is not necessarily higher and employees may still be leaving the organization at an incremental rate. Rather, a high level of leader benevolence and morality compensates for the adverse effect of a high level of authoritarianism. Our argument about the potential for leader benevolence to signal the leader's positive motivations for his or her authoritarian behavior focuses on subordinates adjusting to such behavior.

Furthermore, the fact that PL is a common leadership style, especially in non-Western cultures (Cheng *et al.*, 2004), suggests leaders must understand the importance of balancing the two faces of PL in order to increase the

commitment and performance. Where the practice of authoritarian PL may be unavoidable, managers may curtail the negative implications associated with such practices by exhibiting more moral and benevolent behaviors.

Future research may focus on PL behaviors more closely and can make a strong contribution by testing alternative models or multiple dependent variables such as the effect of perceived organizational justice because the concept of paternalism is closely related with individual liberty, equity and justice. We used a Pakistani sample, which may limit the generalizability of our findings because Pakistani employees are more likely than their counterparts in other cultures to accept authoritarian leadership due to poverty, unemployment and other socio-economic factors. It would be worth examining the mediating or moderating effects of gender and occupational group on TI and employee performance. Previous research has argued that work attitudes are different based on individual characteristics. These attitudes also vary by the organizational culture and climate, in addition to individual differences. The impact of paternalistic leadership on job attitudes like perception of employees towards corporate social responsibility and innovative work behavior can also be studied in future.. Therefore, it would be important to take into account the moderating effects of these variables in future studies.

To conclude, this study has provided new insights into the mediating mechanism of PC and its role in explaining the positive impacts of authoritarian leadership on TI. Employees are one of the greatest assets of the organization and by attaining low turnover and high commitment and citizenship behavior, managers can increase employee performance and productivity of the organization.

CONCLUSION

Paternalistic leadership is characterized by a patriarchal, totalitarian and authoritarian style of management. The purpose of this empirical study is to investigate the relations among paternalistic leadership, organizational commitment, psychological contract, organization citizenship behavior and turnover intention on Pakistani workers of small and medium enterprises. Data was obtained from 1031 individuals working in various SMEs of Pakistan. The research study uses the structural equation model (SEM) by implementing SPSS 17.0 and LISREL 8.80 to empirically explore the relationships.

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