THE EFFECT OF PATERNALIST LEADERSHIP ON WORK ENGAGEMENT:

A RESEARCH ON HEALTH WORKERS

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ABSTRACT

The aim of this study was to determine whether paternalistic leadership behavior shown by health managers has an effect on work engagement behavior of health workers. A total of 410 volunteer health workers participated in this study. In this study, paternalistic leadership scale and work engagement scale (UWES-TR) were used. SPSS (Statistical Package for Social Sciences) program was used for the analysis of the data obtained as a result of the survey application and descriptive statistical methods were used. Correlation Analysis and Simple Linear Regression Analysis were used to examine the relationship between the measured variables. As a result of the study, it was found that paternalist leadership had a positively and medium level effect on work engagement behavior. In addition, in this study, it was found that paternalist leadership had a positively effect on all dimensions of work engagement. As a result, it can be said that paternalist leadership can be an effective leadership model in health sector in terms of work engagement. Health managers can demonstrate paternalistic leadership behavior and enable healthcare workers to exhibit more work engagement behavior. There are not many studies investigating the relationship between paternalistic leadership and work engagement. This study investigated the influence of paternalistic leadership on work engagement of health workers is the first study in Turkey.

Keywords: Paternalist leadership, Work engagement, Health workers.

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1. INTRODUCTION

Employees may have a positive or negative behavior towards their work. Employees are expected to have a positive behavior towards their work in terms of the success of the organization. Work engagement is one of the positive behaviors related to a person's work.

The organizational results of work engagement are the behaviors of the individuals in the organizational environment, behaving their behavior and contributing to personal and organizational success (Kanten, 2012). Employees with high levels of work engagement were observed to have high psychological capital, creating their own resources, performing better and being happy employees (Bakker et al., 2011). In addition, work engagement has an impact on the quality of the work done, care for work, experience, creativity and employee health (Keser & Yilmaz, 2018). Organizations feel the need to implement the best policies to ensure employee work engagement in order to reduce labor force turnover and increase organizational efficiency (Kanten, 2012).

Work engagement has recently become a very popular concept in business, consultancy and academia (Bakker & Leiter, 2010). According to Schaufeli and friends work engagement is defined as a positive, satisfactory, work-related mood (Schaufeli et al., 2002). The degree to which a person internalizes her job, how much he gives to her job, the quality of her work and the relationship with her colleagues is important in terms of job passion (Kahn, 1990). In some studies, it has been determined that the passion for work has a positive effect on business performance (Bakker & Bal, 2010), job satisfaction (Yeh, 2013), institution performance (Markos & Sridevi, 2010), academic success (Green et al., 2012) and organizational financial performance (Xanthopoulou et al., 2009).

Leaders directly involved in the work life of employees have an important role in determining the level of employee participation (Bamford et al., 2013). A number of previous studies have shown that work engagament affects leadership behavior such as ethical leadership (Den Hartog & Belschak, 2012), leader-member interaction (Agarwal et al., 2012), authoritarian leadership (Cenkci and Ozcelik, 2018).

Paternalism is the preferred leadership model, with many countries, such as Turkey, India, China and Mexico (Salminen-Karlsson, 2015). Paternalist leadership behaviors are common in cultures with high power distances (Schroeder, 2011). The involvement of the paternalist leader in the lives of subordinates is seen as part of the anxiety and protection role of the leader in the eastern culture with high power distances, but the individualist is seen as a violation of privacy

in western culture with low power distances (Jackson, 2016). Aycan and Kanungo (2000), in their study, among the ten countries surveyed showed that Turkey ranks second in the size of paternalism and community commitment. In a study conducted by Aycan (2006), in Turkey has been identified as a high level that paternalism both as a cultural property and leadership style. It is possible to say that the basic assumptions of Turkish social culture pattern are in line with paternalism characteristics (Erben, 2004). This topic has been studied in different sectors in Turkey (Korkmaz et al., 2018; Oge et al., 2018; Tuan, 2018; Cenkci & Ozcelik, 2015). However there is no research in the health sector in Turkey to investigate the effects of paternalistic leadership engagement. This is an important study to resolve the deficiency. This study investigated the influence of paternalistic leadership on work engagement of health workers is the first study in Turkey. For these reasons, in this study, the effect of paternalist leadership on the work engagement behaviors of health workers were investigated.

1.1. Work Engagement

Work engagement is defined as the ability of individuals to perform work-related activities, to be energetic and effective and to fulfill the demands that the work demands from individuals (Schaufeli & Bakker, 2001). The origin of the word "employee engagement" is not entirely clear, but it is highly likely that it was first used by the Gallup organization in the 1990s (Buckingham & Coffman, 1999). Work engagement was first described by William A. Kahn. According to Kahn, the passion to work is that when a person does his job, he gives himself to his job both physically and cognitively and emotionally (Kahn, 1990). It is defined as a mental state that is characterized by work engagement, vigor, dedication and absorption, and that satisfies the employee in a positive way. This commitment explains a more permanent and common emotional state that does not focus on a specific object, event, person or behavior, rather than an instant and specific situation. This mood; it covers three dimensions: vigor, dedication and absorption. Vigor, high energy level while working, mentally durable, effort to express effort and easily refers to the quality. Dedication means a strong commitment to work and includes concepts of importance, fervor, inspiration, praise and struggle. Absorption, refers to the full focus on the work done and the dive into working happily (Schaufeli et al., 2002).

Maslach and his friends considered work engagement as the opposite of burnout and they described burnout as the erosion of work engagement (Maslach et al., 2001). Work engagement is considered the positive antithesis of burnout (Schaufeli, 2012). According to Maslach and Leiter, it is sufficient to measure the level of burnout in order to determine the level of employee engagement (Maslach & Leiter, 2008). Unlike those who suffer from burnout, their workforce

has an energetic and effective connection with their business activities and feels they can best meet the demands of their jobs (Schaufeli et al., 2008). Most study in the fields of burnout and work engagement propose that individual feature play a important role in the mediation of sentimental demands on burnout conditions, but actually, very few studies backup this idea (Xanthopoulou, et al., 2013). Leiter and Maslach state that managers need to undertake some therapeutic interventions in order to ensure the work engagement. According to them, as a result of this intervention, the employees may have a positive effect on employees (Leiter & Maslach, (2010). When a person is work engagement, he works in a motivated way and ensures job satisfaction (Robert & Davenport, 2002).

Bakker and Demerouti mentioned that there are four reasons why better-performing employees can perform better. Accordingly, highly engagement employees, *positive emotions, including happiness*, *joy*, *and enthusiasm*; *experience better health; create their own job and personal resources*; and *transfer their engagement to others* (Bakker & Demerouti, 2008). Recent research shows that employees with positive emotions are more productive (Schaufeli & Van Rhenen, 2006). One of the important reasons why work engagement is more efficient may be their capability to create their own resources. In most organizations, performance is the result of the joined working of private employees. It is thus thinkable that the crossover of work engagement among members of the similar work team rises performance (Bakker & Demerouti, 2008).

1.2. Paternalist Leadership

Paternalism comes from the Latin word "pater" and includes protective means such as father. This case is quite old. Homer calls Zeus in the Iliad epic as 'the Father of Gods and Humanity Hom (Reeve, 1998). Aristotle, in his work called Nicomachean Etics, emphasizes that the political system can remind the individual of his daily work about his house and that the political system is concerned with the children of the father and that the kingdom consists of paternal rules in the kingdom (Crisp, 2004). According to Weber paternalism; It is one of the few forms of legal authority in the pre-bureaucracy period. Paternalism is patriarchal domination based on personal loyalty, which requires not to be bound by abstract norms and powers, rules of tradition (Weber, 1968).

Paternalist leadership is a concept followed by renewed interest in the last period (Salminen-Karlsson, 2015). Paternalist leadership, in hierarchical relations, defines the leader as a kind of family member, an approach that guides the personal and professional lives of his subordinates

and, in return, expects the subordinates to be loyal to him (Gelfand et al., 2007). In paternalistic culture, parents and elderly family members have a role in protecting the welfare of their young members, acting on their decisions, disciplining their activities and acting on their behalf (Mustafa & Lines, 2012). Paternalist leadership can be thought of as a leadership style in which a manager directs or controls employees subordinates for the sake of they sake, and takes part in the professional and personal lives of his employees (Schroeder, 2011). The paternalistic leader even takes part in the private lives of subordinates, treats them like a "father" and protects them (Pellegrini & Scandura, 2008). Employees in paternalist relations respond to the leader's attention and protection by showing loyalty, respect and obedience. The followers are expected to dedicate themselves to their leaders in return for the full attention of the leader. If the leaders ignore their paternalistic responsibilities, the viewers can criticize their leaders (Pellegrini et al, 2010). In an organization carried out with a paternalist approach, employees expect the leader to deal with health, education, personal happiness and family life; The leader expects his employees to be loyal and respectful (Cerit, 2013). In the application of paternalist leadership, employees are provided with the necessary resources, they are protected against criticism from outside the group and employees are working hard in return, respectful, respectful and loyal to the leader (Schroeder, 2011). The paternalist leader participates in the special invitations (weddings, celebrations, graduation ceremonies) of the employees and their relatives and even contributes to the solution of the problems of the employees. The paternalist leader, his close relationship with his employees, as a result of which they expect a high level of commitment (Erben & Otken, 2014).

According to Aycan, there are five dimensions that form the paternalist leadership. These dimensions include: "*creating a family atmosphere in the workplace, individualized relationships, involvement in employees' non-work lives, loyalty expectation, status hierarchy and authority*" (Aycan, 2006).

Farh and Cheng discussed paternalist leadership in three dimensions: "*benevolent, moral and authoritarian leadership*" (Farh & Chang, 2000). The authoritarian dimension expresses the behaviors of the leader who prefers authority and control and who are obedient to his subordinates. The benevolence dimension expresses the leadership behavior of their subordinates, both concerned with personal and family well-being and helping them in these matters. Moral paternalist leadership dimension refers to the leader's behavior that reveals superior personal virtues. For example, the leader does not abuse his or her authority for personal interests, and be engaged in exemplary acts (Pellegrini & Scandura, 2008). The moral

leadership, which is the sub-dimension of paternalistic leadership, uses the power of the leader not for the personal gain but for the profit and benefit of the organization and its employees (Cheng et. al., 2000).

Paternalism, especially individualism, unlike the cultures of equality, is found in cultures with high collectivist and power distances (Dorfman, et al., 1997). Paternalism can be considered as a cultural dimension that can be used to reveal differences between cultures (Pellegrini & Scandura, 2006). Paternalist leadership is seen as common in the countries of Asia, Latin America, the Middle East and Asia (Aycan & Fikret-Pasa, 2003). According to Hofstede (1980), leadership behaviors may be effective in some cultures, regions and countries, but may not be effective in other countries (Hofstede, 1980). While the paternalist leader's interest in the family life of the employee can be perceived as a violation of privacy in individualist cultures, it can be met as a desired and expected event in collectivist cultures (Aycan, 2006). Researchers interpret paternalist leadership in cultural terms as positive and negative in a different way. For example, while western researchers regard paternalist leadership as negative, researchers in societies where paternalist leadership is widespread consider it paternalistic leadership as positive (Salminen-Karlsson, 2015). A study by Pellegrini et al., (2010), paternalism had a significant positive effect on job satisfaction in India, but in the United States the relationship was not meaning. In addition to their search indicate that paternalistic leadership may significantly influence organizational commitment across diverse cultural contexts.

The reason why paternalism is widely seen in Turkish society is closely related to the adoption of the father's decision and direction without any questioning (Yesiltas, 2013). In a study conducted by Aycan and Kanungo over ten countries, Turkey's in terms of level paternalism and commitment to the community have been found to be in second among the ten countries (Aycan et al., 2000).

1.3. Hypotheses

When the literature is examined, researches related to work engagement are related to: burnout, financial performance, corporate performance, work performance, workforce deviation, workaholism, ethical leadership, leader member interaction, intention to quit, work life balance, emotional labor behavior, organizational citizenship (Garczynski et al., 2013; Alfes et al., 2013, Ozsoy et al., 2013; Den Hartog and Belschak, 2012; Agarwal, 2012; Konermann, 2012; Johnson, 2011; Van Wijhe et al., 2011; Xanthopoulou et al., 2009; Schaufeli & Bakker, 2004). Consistent with these concept concerning the motivational role of job resources, some research

have indicate a positive correlation between job resources (performance feedback, social support, and supervisory coaching) and work engagement (vigor, dedication and absorption) (Bakker & Demerouti, 2008). There have been few studies investigating the relationship between paternalist leadership and work engagement.

In a study conducted by Aycan (2006), in Turkey, paternalism both as a cultural property that has been identified as a high level of leadership style. Turkish workers, rather than individualist organizational cultures, in which their individual labor is evaluated and independent; It is understood that employees prefer to work in organizations that protect and protect family environment. Turkish employees attach importance to the quality of the relations at the workplace and the interest shown to the employer's employees (Turesin Tetik & Kose, 2015).

In research done on health care workers in Turkey shows that the positive effects of paternalistic leadership on employees (Ugurluoglu et al., 2018; Nal & Tarim, 2017; Akdeniz, 2016; Buyukyavuz, 2015; Demirer, 2012; Yaman, 2011; Erben & Guneser, 2008). Therefore, it was thought that paternalist leadership might have an impact on work engagement behavior. The following hypotheses were created for the purpose of the research:

Hypotheses 1: There is a significant relationship between paternalistic leadership and work engagement

Hypotheses 2: There is a significant relationship between paternalistic leadership and dedication.

Hypotheses 3: There is a significant relationship between paternalistic leadership and absorption.

Hypotheses 4: There is a significant relationship between paternalistic leadership and vigor.
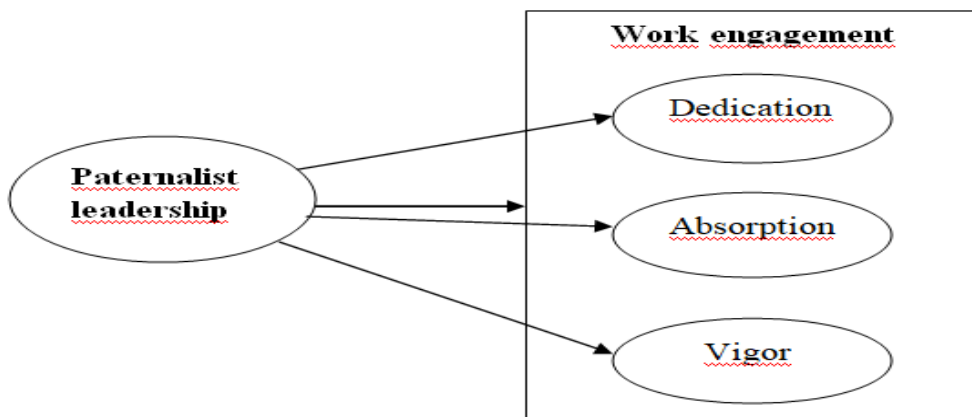

Figure 1. Model of research

2. MATERIAL AND METHODS

2.1. Participants and procedure

This research was conducted on medical staff in public and private hospitals in Turkey. The universe of this research is composed is 115020 (114600 working in public and private hospitals in Istanbul province, 420 working in two private hospitals in Isparta province). The number of participants required for sampling was calculated as 383 with 95% confidence interval and 0.05 error rate. Ethics committee permission was obtained for the research. Research data were collected between February and March 2019. A total of 410 volunteer health workers participated in the study. 54.1% of the participants were public hospital workers and 45.9% were private hospital employees. The gender of the employees consisted of 66.3% female and 33.7% male. The distribution of the employees according to the occupations is composed of 50% of the nurses and the other health personnel (doctor, health technician, dietician etc.) constitutes 50%.

2.2. Measurements

The survey method was used to collect data. In the first part of the questionnaire, the statements about the demographic characteristics of the participants, the second part of the work engagement scale and the third part of the paternalist leadership scale.

To measure the level of engagement of participants; Schaufeli et al. (2002) and Work Engagement Scale (UWES-TR) which was adapted to Turkish by Eryilmaz and Dogan (2012). This scale is 5-point Likert type consisting of 17 items. The reliability level of the work engagement scale (Cronbachs Alpha value) was found to be .939.

The Paternalist Leadership Scale developed by Pellegrini and Scandura (2006) was used to measure paternalist leadership behaviors in Turkey. This scale is a 5-point Likert type consisting of 13 items. The neutral score of the scales is three. The reliability level of the paternalist leadership scale (Cronbachs Alpha value) was found to be .895. As a result of the analyzes, it was found that both scales were highly reliable.

2.3. Statistics

In this research, SPSS 16.0 (Statistical Package for the Social Sciences) program was used for data analysis. The descriptive data was distributed in percentage and number, and the data were analyzed by correlation analysis and regression analysis. The significance level (p) in the statistical tests has been accepted as 0.05.

3. RESULTS

Scale mean scores are shown in Table 1. The mean paternalist leadership score of the participants was found to be 3.16 ± 0.84. The average of the work engagement score was 3.63 ± 0.79. The average of the vigor score was 3.53 ± 0.86. The average of the dedication score was 3.96 ± 0.87. The average of the abortion score was 3.45 ± 0.83.

Table 1. Scale average scores

	n	Mean	Standard deviation
Paternalist Leadership	410	3.16	0.84
Work Engagement	410	3.63	0.79
Vigor	410	3.53	0.86
Dedication	410	3.96	0.87
Absorption	410	3.45	0.83

Correlation analysis and simple linear regression analysis were performed to test the hypotheses of the study. The correlation analysis findings are shown in Table 2. According to the findings, it has been determined that there is medium-level and a positive relationship between paternalist leadership and work engagement and sub-dimensions of work engagement (vigor, dedication, absorption).

Table 2. Correlation analysis findings

Değişkenler	1	2	3	4	5
1. Paternalist leadership	1	0.496^{**}	0.474^{**}	0.438^{**}	0.460^{**}
2. Work Engagement		1	0.946^{**}	0.892^{**}	0.930^{**}
3. Vigor			1	0.771^{**}	0.835^{**}
4. Dedication				1	0.728^{**}
5. Absorption					1

*: $p < 0.05$, **: $p < 0.01$

Simple linear regression analysis was performed to measure the effect of paternalistic leadership on the dimensions of work engagement and work engagement. The analysis results are shown in Table 3. According to the findings, paternalist leadership has a positive effect on work engagement ($\beta = 0.496$, $t = 11.531$, $p < 0.01$). 24.6% of the change in work engagement behavior is explained by paternalist leadership ($R^2 = 0.246$). According to this result, Hypothesis 1 was accepted.

Paternalist leadership has been found to have a positive effect on vigor ($\beta = 0.474$, $t = 10.866$, $p < 0.001$). 24.4% of the change in vigor is explained by paternalist leadership ($R^2 = 0.244$). According to this result, Hypothesis 2 was accepted.

Paternalist leadership has been found to have a positive effect on dedication to work and hypothesis 3 has been accepted ($\beta = 0.438$, $t = 9.840$, $p < 0.001$). 19.2% of the change in dedication is explained by paternalist leadership ($R^2 = 0.192$). According to this result, Hypothesis 3 was accepted.

Paternalist leadership has been found to have a positive effect on absorption ($\beta = 0.466$, $t = 10.378$, $p < 0.001$). 21.2% of the change in absorption is explained by paternalist leadership ($R^2 = 0.212$). According to this result, Hypothesis 4 was accepted.

The results found support all of the hypotheses we have established.

Table 3. Simple linear regression analysis findings

		Independent variable: Paternalist Leadership Scale					
Dependent variable	B	β	t	R^2	Adj.R^2	F	p
Work Engagement	0.467	0.496	11.531	0.246	0.244	132.955	0.000
Vigor	0.486	0.474	10.866	0.244	0.223	118.079	0.000
Dedication	0.454	0.438	9.840	0.192	0.190	96.826	0.000
Absorption	0.465	0.466	10.378	0.212	0.209	54.876	0.000

4. DISCUSSION

Recently, it has been observed that researches on the effect of paternalist leadership on employee behavior have become widespread. In this study, we investigated the effect of perceived paternalistic leadership behavior on employee engagement. The results have supported all of the hypotheses we have established.

Korkmaz et al. (2018), in their study on different sectors, did not find a significant relationship between authoritarian paternalist leadership and work engagement but it has been determined that there is a positive relationship between paternalistic leadership and moral paternalist leadership and work engagement.

Öge et al. (2018), in their study on aviation industry workers, found a positive relationship between paternalist leadership and work engagement.

Tuan (2018), in his research on hotel workers, also found a negative relationship between authoritarian paternalist leadership and work engagement, benevolent and moral behaviors paternalistic leader were significantly and positively linked to employee work engagement.

Cenkci and Ozcelik (2015), white collar on their research it was found that benevolent leadership is positively associated with the absorption dimension of work engagement.

In studies conducted in different sectors (aviation, tourism), a positive relationship was found between paternalistic leadership and work engagement (Korkmaz et al., 2018; Oge et al., 2018; Tuan, 2018; Cenkci & Ozcelik, 2015). It is seen that the results of the researches in different sectors and the results of our research are similar. The results of the research can be explained by the fact that paternalist leadership is compatible with the Turkish culture.

A study by Caglar (2012) on hotel employees found that paternalist leadership has more influence on work engagement than other leadership styles (transactional, transformational, laissez-faire, ethical and servant leadership).

Bakker et al. (2006) conducted a study on work engagement and performance between the school principal and the teacher. Their search display of meaning and positive associations between school principals' work engagement scores and teacher of school principals' performance and leadership. Engaged school principals were seen as transformational leaders, being able to inspire, encoruce and coach their co-workers.

The reason for having a high level of paternalist leadership of Turkey is that it has a structure in Turkey collectivist. The reason for this is that paternalist leadership is compatible with the life style of Turkish society. The paternalistic leadership in Turkey, be said that there is a leadership desired by employees. As a result, the increase in paternalist leadership behavior of the managers causes employees to increase their work engagement.

4.1. Limitations

This research was carried out collectivist a country which has a structure in Turkey. While paternalist leadership is perceived as a positive behavior in collectivist societies, it is perceived as an interference with private life in individual (western) societies. Therefore, paternalist leadership in individualistic societies may not have a positive effect on Work Engagement, in other words, the same results may not be obtained in individualistic societies. Therefore, this research is limited to health care workers in Turkey.

5. CONCLUSION

In this article, we emphasizes that as the paternalist leadership behavior of the managers increases, the engagement of the healthcare workers will increase. In addition, this study showed that paternalist leadership has positive effects on job intention and concentration on work. Future research should be conducted on health workers in different countries. In this way, it will be possible to evaluate the effects of paternalist leadership on work engagement in terms of cultural differences. As a result, an effective leadership model of paternalistic leadership in the health sector in Turkey is likely to occur. In later studies, the effects of paternalist leadership on different organizational behaviors can be investigated. In addition, different leadership behaviors (transactional, transformational, authoritarian, charismatic leadership) can be investigated in relation to the relationship of work engagement.

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