



## THE EFFECT OF PATERNALIST LEADERSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

### PATERNALİST LİDERLİK DAVRANIŞLARININ ÖRGÜTSEL VATANDAŞLIK DAVRANIŞI ÜZERİNE ETKİSİ

Mustafa NAL<sup>1</sup>, Gülfer BEKTAŞ<sup>2</sup>, Mehveş TARIM<sup>3</sup>



1. Dr. Öğr. Üyesi, Kütahya Sağlık Bilimleri Üniversitesi, Sağlık Bilimleri Fakültesi, Sağlık Yönetimi Bölümü, mustafa.nal@ksbu.edu.tr, <https://orcid.org/0000-0002-3282-1124>
2. Doç. Dr., Acıbadem Üniversitesi, Sağlık Bilimleri Fakültesi, Sağlık Yönetimi Bölümü, gulfer.bektas@acibadem.edu.tr, <https://orcid.org/0000-0002-0110-4181>
3. Prof. Dr., Marmara Üniversitesi, Sağlık Bilimleri Fakültesi, Sağlık Yönetimi Bölümü, mtarim@marmara.edu.tr, <https://orcid.org/0000-0002-3726-9439>

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#### Abstract

The aim of this study is to examine the impact of paternalist leadership behaviors on organizational citizenship behavior. The sample of the study consists of 535 healthcare professionals working in a private hospital in Istanbul. Correlation Analysis and Simple Linear Regression Analysis were used to examine the relationship between the measured variables. As a result of the research, it was found that paternalist leadership has a positive and moderate effect on organizational citizenship behavior ( $r = 0.427$ ,  $p < 0.01$ ) and 18.3% of the changes in organizational citizenship behavior are explained by paternalist leadership. Our study shows that paternalistic leadership has a significant impact on the organizational citizenship behavior of health workers. By exhibiting paternalistic leadership behavior, health administrators can enable health workers to display more organizational citizenship behavior.

**Keywords:** *Paternalist Leadership, Organizational Citizenship Behavior, Health Personnel, Health Management.*

#### Öz

Bu çalışmanın amacı, sağlık yöneticilerinin gösterdiği paternalist liderlik davranışının, sağlık çalışanlarının örgütsel vatandaşlık davranışları üzerinde bir etkisinin olup olmadığını belirlemektir. Araştırmanın örneklemini İstanbul'da özel bir hastanede çalışan 535 sağlık çalışanı oluşturmaktadır. Ölçülen değişkenler arasındaki ilişkiyi incelemek için, Korelasyon Analizi ve Basit Doğrusal Regresyon Analizi kullanılmıştır. Araştırma sonucunda, paternalist liderliğin örgütsel vatandaşlık davranışı üzerinde olumlu ve orta düzeyde bir etkiye sahip olduğu ( $r = 0,427$ ,  $p < 0,01$ ) ve örgütsel vatandaşlık davranışındaki değişikliklerin %18,3'ünün paternalist liderlik ile açıklandığı bulunmuştur. Çalışmamız, paternalist liderliğin sağlık çalışanlarının örgütsel vatandaşlık davranışı üzerinde önemli bir etkisi olduğunu göstermektedir. Sağlık yöneticileri paternalist liderlik davranışı sergileyerek, sağlık çalışanlarının daha fazla örgütsel vatandaşlık davranışı göstermelerini sağlayabilirler.

**Anahtar Kelimeler:** *Paternalist Liderlik, Örgütsel Vatandaşlık, Sağlık Personeli, Sağlık Yönetimi.*

## GENİŞLETİLMİŞ ÖZET

### Çalışmanın Amacı

Bu çalışmanın amacı, paternalist liderliğin sağlık çalışanlarının örgütsel vatandaşlık davranışları üzerinde etkisinin olup olmadığını belirlemek ve literatüre katkıda bulunmaktır.

### Araştırma Soruları

Paternalist liderlik davranışı ile örgütsel vatandaşlık davranışı arasında anlamlı bir ilişki var mıdır? Paternalist liderliğin örgütsel vatandaşlık davranışı üzerinde etkisi var mıdır?

### Literatür Araştırması

Paternalist liderlik, kolektivist kültüre sahip toplumlarda çalışanların tutumları üzerinde olumlu bir etkiye sahiptir (Gelfand vd., 2007). Bazı araştırmalar (Nal ve Tarım, 2017; TÜRESİN, 2012; Yaman, 2011; Pellegrini ve Scandura, 2006) Türkiye'de paternalist liderliğin yüksek düzeyde olduğunu göstermiştir. Öte yandan, araştırma sonuçları yöneticilerin sergilediği paternalist liderlik davranışlarının bazı örgütsel davranışlar (iş tatmini, örgütsel bağlılık, mobbing, iş performansı, motivasyon, işten ayrılma niyeti, örgütsel adalet algısı) üzerinde etkili olduğu görülmektedir (Uğurluoğlu, 2018; Nal ve Tarım 2017; Akdeniz, 2016; Büyükyavuz, 2015; Uysal, 2012; Demirer, 2012; Ersoy et al., 2012; Soyulu, 2011; Erben ve Güneşer, 2008; Ertüreten, 2008; Pellegrini ve Scandura, 2006).

### Yöntem

Araştırmanın örneklemini İstanbul'da özel bir hastanede görev yapan sağlık çalışanları oluşturmaktadır. Araştırmanın gerçekleştirildiği hastanede toplam 1500 kişi çalışmaktadır. Araştırmaya katılmayı kabul eden 535 kişinin verileri değerlendirmeye dahil edilmiştir. Anket uygulaması sonucunda elde edilen verilerin analizinde IBM SPSS 25.00 programı kullanılmış ve betimsel istatistiksel yöntemler (sayı, yüzde, ortalama, standart sapma) kullanılmıştır. Ölçülen değişkenler arasındaki ilişkiyi incelemek için Korelasyon Analizi ve Basit Doğrusal Regresyon Analizi kullanılmıştır.

### Sonuç ve Değerlendirme

Bu çalışmada paternalist liderliğin örgütsel vatandaşlık davranışı üzerinde pozitif ve anlamlı bir etkiye sahip olduğu ( $\beta = 0,427$ ,  $t = 10,912$ ,  $p < 0,01$ ) ve örgütsel vatandaşlık davranışındaki değişimin %18,3'ünün paternalist liderlik tarafından açıklandığı belirlenmiştir ( $R^2 = 0,183$ ). Ayrıca paternalist liderliğin örgütsel vatandaşlık davranışının tüm boyutlarına (özgecilik, vicdanlılık, nezaket, centilmenlik ve sivil erdem) olumlu etkisi olduğu bulunmuş ve çalışma kapsamında kurulan tüm hipotezler kabul edilmiştir.

## **1. INTRODUCTION**

Since health services are an important service in human and public health, this service should be provided regularly. It may be enough for the employees to perform their officially defined tasks in order to carry out the work regularly. However, if it is desired to adapt to changing competition conditions and achieve an above average result, it may not be sufficient to perform only the defined tasks. The fact that health workers perform works that contribute to the organization beside their official duties, that is, perform “organizational citizenship behavior”, will contribute to increase their productivity. One of the basic needs of effective and successful organizations is that the employees have the desire and responsibility to work more than their own duties and responsibilities (Bateman & Organ, 1983).

Organizational citizenship behavior is voluntary individual behavior that is not directly or explicitly defined by the official reward system, but when handled as a whole it contributes to the effective functioning of the organization (Organ, 1988). Organizational citizenship behavior has many contributions to the organization (improving job satisfaction, motivation, workplace loyalty and productivity, etc.) (Serinkan & Urkek Erdis, 2014).

According to empirical researches that organizational citizenship behavior of employees affects by, individual characteristics, task characteristics, organizational characteristics and leadership behaviors of the employees (Podsakoff et al., 2000). Paternalistic leadership is one of the high levels of leadership behavior seen in Turkey (Nal, 2019; Pellegrini & Scandura, 2006).

In this study, the effect of paternalistic leadership on organizational citizenship behavior was examined. Paternalist leadership has a positive effect on the attitudes of employees in societies with collectivist cultures (Gelfand et al., 2007). Some research (Nal & Tarim, 2017; Turesin, 2012; Yaman, 2011; Pellegrini & Scandura, 2006) has shown that there is a high level of paternalistic leadership in Turkey. On the other hand, it is seen that the paternalistic leadership behaviors shown by the managers have effects on some organizational behaviors (job satisfaction, organizational commitment, mobbing, job performance, motivation, intention to quit, perception of organizational justice) (Ugurluoglu, 2018; Nal & Tarim 2017; Akdeniz, 2016; Buyukyavuz, 2015; Uysal, 2012; Demirer, 2012; Ersoy et al., 2012; Soylu, 2011; Erben & Guneser, 2008; Ertureten, 2008; Pellegrini & Scandura, 2006). For this reason, it is thought that the paternalistic leadership behaviors that demonstrated by health managers in Turkey, may have a positive impact on the organizational citizenship behavior. In the result of the literature review, it has seen that, researches have done in different sectors in Turkey on this issue however, unprecedented to no research which conducted on health workers. In order to overcome this deficiency in the literature, it was decided to conduct this research. The aim of this study was to determine whether paternalistic leadership has an effect on the organizational citizenship behavior of healthcare workers and to contribute to the literature.

### **1.1. Paternalist Leadership**

The term paternalism derives from the Latin word *pater* (father) and means to act in a protective manner like a father. The history of paternalism dates back to Max Weber's early works (Yaman, 2011). The paternalist approach advocated by Weber reveals traditionally based authority and familial based relationship. In this approach, the relationship between the individual and the leader is similar in the same way as the behavior between the family and the child (Yesiltas, 2013).

In organizations, paternalism describes the quality of the relationship between the subordinate and the superior. In this relationship; while the superior sees it as a duty to protect and look after the subordinate and to guide its subordinate not only in business but also in private matters; the subordinate wistfully accepts the guidance of its superior and to show loyalty and trust to its superior (Koksal, 2011).

The paternalist leader gets involved to the private lives of subordinates, treats its subordinates like a “father” and protects and looks after them (Pellegrini & Scandura, 2006). The leader, gives all possible assistance to the employees, in every issue they need for help (including familial issues) in order to the employees to focus on their works, worried for them and as a result expect loyalty from employees (Anwar, 2013). The paternalist leader directs the work and private lives of his employees as a family member in the form of a hierarchical relationship, in return, expects loyalty, obedience and commitment from employees. (Gelfand et al., 2007). In paternalistic leadership, the leader makes the other people feel that they are a part of the family. The leader explains to its subordinates how to implement a new practice to accomplish this, rewards its subordinates when the time comes, if they do what they need to be done and do as intended or if not warns them. Employees are encouraged to take responsibility and employees think that the leader will be happy when they solve the problems as explained previously. If employees behave and obey correctly, they endear themselves to the paternalist leader and behave in a more motivated manner (Keklik, 2012). In paternalistic culture, parents and elderly family members have roles such as protecting the well-being of young members, taking part in their decisions, disciplining their activities and acting on their behalf (Mustafa & Lines, 2012). The involvement of the paternalist leader in the lives of subordinates can be seen as part of the leader's anxiety and protection role in the high-power eastern culture, but it can be considered as a violation of privacy in low-power and individualist western culture with distance (Jackson, 2016).

### **1.2. Organizational Citizenship Behavior**

The concept of organizational citizenship behavior was first used in 1983 by Smith, Organ and Near. However, the emergence of this concept; constituted by Barnard (1938) “coexistence of collaborative efforts”, Gouldner’s (1960) “reciprocity norm”, Blau (1964) “social change theory”, Katz and Kahn’s (1966) “role theory”.

Definition of Bateman and Organ (1983), “behaviors involving movements that strengthen the social mechanism of the organization but are not inherent in the understanding of ordinary task performance”. Later, Organ defined organizational citizenship behavior as follows; “Organizational citizenship behavior is voluntary individual behavior that is not directly or explicitly defined by the official reward system, but when handled as a whole it contributes to the effective functioning of the organization” (Organ, 1988).

According to another definition, organizational citizenship behavior defined as, “that the employee goes beyond the formal requirements of the organization and does more than required” (Greenberg & Baron (2000). According to another definition of the Organ, organizational citizenship behavior, defined as; “performance supporting the social and psychological environment in which task performance occurs” (1997).

Smith et al. (1983) discussed the organizational citizenship behavior in two dimensions: altruism and general compliance. However, the Organ (1988) describes organizational citizenship behavior in five dimensions; altruism, conscientiousness, courtesy, civic virtue and sportsmanship.

Altruism; it includes all behaviors related to the willingness to assist a person in relation to an organizational issue or problem (Organ, 1988). Altruism is defined as behaviors that aim to directly and consciously assist a particular person in the same environment (guiding people who just start working, helping those with heavy workloads) (Smith et al., 1983).

Courtesy; means that people who will be affected by organizational decisions have discussions about their work. (Organ, 1988). Courtesy can be defined as being thoughtful towards colleagues and avoiding behaviors that may cause problems among colleagues. As an example of courtesy followings can be cited; should inform timely of any changes in the work program to those who may be affected by these changes; before attempting consult, people who may be affected; careful use of work tools and keeping the work site clean (Acar, 2013).

Sportsmanship; requires to avoid from complaint, insignificant complaints, moan about real or imaginary disrespects and make a mount out of molehill. Sportsmanship is defined as the willingness to tolerate the inevitable distress and inconvenience of work without complaining (Organ, 1988).

Conscientiousness; it means that the employee acts as an exemplary employee even in situations where no one has seen. For example, being punctual, doing everything on time and not wasting time by making good use of work time. Even though behaviors such as punctuality, continuity and not wasting resources are expected from every employee, many employees show these behaviors to a minimum or only when they notice that they are watched. Conscientious employees show sensitivity beyond the minimum in areas such as punctuality, continuity, sparing resources (Organ, 1990).

Civic virtue; it means that one contributes constructively to the political processes of the organization (Organ et al., 2006). To follow organizational announcements, to discuss problems with colleagues, to produce solutions, to participate voluntarily in meetings that are not mandatory, to be aware of developments affecting the institution can be shown as an example of civic virtue. In short, civic virtue involves above average participation in corporate activities (Organ, 1990).

### **1.3. Research Hypotheses**

Paternalism is a preferred leadership model in many countries, in many countries with collectivism and high power distance such as Turkey, India, China and Mexico it is preferred as a model of leadership (Salminen-Karlsson, 2015). In a study conducted by Aycan et al. (2000) it was detected that Turkey is in the second place among the ten countries (USA, Canada, China, Romania, Germany, Israel, Turkey, Pakistan, India, and Russia) in terms of dimensions of commitment to paternalism and community.

Researches conducted related to paternalist leadership in Turkey (Ugurluoglu, 2018; Nal & Tarim 2017; Akdeniz, 2016; Buyukyavuz, 2015; Uysal, 2012; Demirer, 2012; Ersoy et al., 2012; Soylu, 2011; Erben & Guneser, 2008; Ertureten, 2008; Pellegrini & Scandura, 2006) it has been found that paternalist leadership has effects on some organizational behaviors (job satisfaction, organizational commitment, mobbing, job performance, motivation, intention to quit, perception of organizational justice) and in different sectors (education, tourism, higher education, insurance) (Mete & Serin, 2015; Tang & Naumann, 2015; Sendogdu & Erdirencelebi, 2014; Yesiltas, 2013; Rehman & Afsar, 2012; Poaching & Chichun, 2009; Erturk, 2007). Therefore, it was thought that paternalist leadership might have an impact on organizational citizenship behavior and the following hypotheses were created for the purpose of the research:

Hypotheses 1 : There is a relationship between paternalistic leadership and organizational citizenship behavior.

Hypotheses 1.1 : Paternalist leadership affects the level of organizational citizenship.

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

Hypotheses 2.1 : Paternalist leadership affects altruism level.

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

Hypotheses 3.1 : Paternalistic leadership affects the level of conscience.

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

Hypotheses 4.1 : Paternalist leadership affects the level of courtesy.

Hypotheses 5 : There is a relationship between paternalistic leadership and sportsmanship.

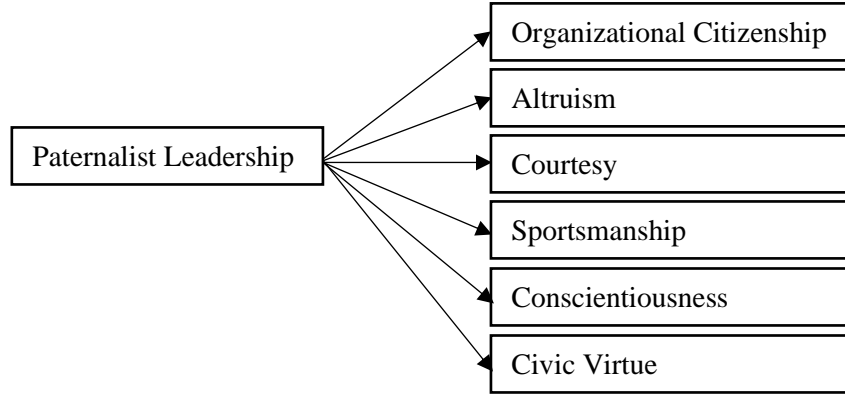
Hypotheses 5.1 : Paternalist leadership affects the level of sportsmanship.

Hypotheses 6 : There is a relationship between paternalist leadership and civic virtue.

Hypotheses 6.1 : Paternalist leadership affects the level of civic virtue.

#### 1.4. Model of Research

**Figure 1.** The Model of the Research is Shown in



## 2. METHODOLOGY

### 2.1. Participants

The sample of the study consists of health workers working in a private hospital in Istanbul. A total of 1500 people work in this hospital. Data of 535 people who accepted to participate in the study were evaluated.

### 2.2. Measurement

Organizational Citizenship Behavior Scale, which was developed by Vey and Campbell (2004) and Williams and Shiaw (1999) and adapted to Turkish by Basim and Sesen (2006), was used to measure organizational citizenship behavior. Organizational Citizenship Behavior Scale consist of 5 dimensions; altruism (articles1-5), conscientiousness (articles6-8), courtesy (articles 9-11), sportsmanship (articles 12-15) and civic virtue (articles 16-19). The scale is a five-point Likert type and includes 1 = strongly disagree, 2 = disagree, 3 = partially agree, 4 = agree, 5 = strongly agree.

The Paternalist Leadership Scale consisted of 13 articles developed by Pellegrini and Scandura (2006) was used to measure paternalistic leadership behaviors. The scale is a five-point Likert type and includes 1 = strongly disagree, 2 = disagree, 3 = partially agree, 4 = agree, 5 = strongly agree.

Internal consistency analysis was performed to determine the reliability of the scales used in the study and cronbach alpha values were calculated. The cronbach's alpha value of the paternalistic leadership scale was found to be 0.87. Pellegrini and Scandura (2006) found that the Cronbach's Alpha value of the paternalist leadership scale was 0.86. The cronbach's alpha value of the organizational



citizenship scale was found to be 0.93. Basim and Sesen (2006) found the cronbach's alpha value of the organizational citizenship behavior scale as 0.94. These results show that the scales are reliable.

### **2.3. Procedure**

Kastamonu University Social and Humanities Research and Publication Ethics Committee Decision was taken for the research. Written permission was obtained from the hospital where the study was planned for the application of the study. The questionnaires were handed out to the participants by a person trained in this subject. Participants were not advised except to respond correctly to the statements in the questionnaire. Verbal consent was obtained from the participants and questionnaires were applied to volunteer health workers. Confidentiality of personal information was ensured and quantitative findings were reported collectively. Ethical approval of the research was obtained with the decision of Kastamonu University Social and Human Sciences Research and Publication Ethics Committee (1.08.2018/5).

### **2.4. Statistical Methods Used in Research**

IBM SPSS 25.00 program was used for the analysis of the data obtained as a result of the survey application and descriptive statistical methods (number, percentage, average, standard deviation) were used. Correlation Analysis and Simple Linear Regression Analysis were used to examine the relationship between the measured variables.

## **3. FINDINGS**

### **3.1. Findings of Socio-Demographic Characteristics**

Individuals participating in the research; 73.5% female, 26.5% male, 49.5% in the 25-34 age group, 35.9% in the 18-24 age group, 14.6% over the age of 35, 38,1% has bachelor's degree, 29.3% has associate degree, 24.7% high-school graduate, 8% post graduate, 2.8% has doctor's degree, 61.1% single, 32.9% married, 35.9% nurse, 20.2% administrative services personnel, 10.1% medical secretary, 8.2% other health personnel, 5.4% support services personnel, 4.7% emergency medical technician, 4.3% physician, 4.3% midwife, 4.3% health officer, 2.4% radiology technician.

### **3.2. Correlation Analysis Findings**

In this section, the results of the Pearson Correlation Analysis, which was conducted to reveal the relationship between the variables included in the hypotheses, are included.

The results of the correlation analysis to reveal the relationship between paternalistic leadership and organizational citizenship behavior are given in Table 1. According to the results of the correlation analysis, there was a positive and mid-level relationship between paternalistic leadership and organizational citizenship behavior ( $r = 0.427$ ,  $p < 0.01$ ). According to this result, "Hypothesis 1" was accepted.



It was found that there was a positive and weak-level relationship between paternalist leadership and altruism. ( $r = 0.297$ ,  $p < 0.01$ ). According to this result, “Hypothesis 2” was accepted.

It was found that there was a positive and weak-level relationship between paternalistic leadership and conscientiousness ( $r = 0.374$ ,  $p < 0.01$ ). According to this result, “Hypothesis 3” was accepted.

It was found that there was a positive and weak-level relationship between paternalistic leadership and courtesy ( $r = 0.271$ ,  $p < 0.01$ ). According to this result, “Hypothesis 4” was accepted.

It was found that there was a positive and mid-level relationship between paternalistic leadership and sportsmanship ( $r = 0.421$ ,  $p < 0.01$ ). According to this result, “Hypothesis 5” is accepted.

It was found that there was a positive and mid-level relationship between paternalist leadership and civic virtue ( $r = 0.403$ ,  $p < 0.01$ ). According to this result, “Hypothesis 6” is accepted.

**Table 1.** Correlation Analysis Findings

Variables	Average	S.S	1	2	3	4	5	6	7
1 Paternalist leadership	3.47	0.71	1	0.427**	0.297**	0.374**	0.271**	0.421**	0.403**
2 Organizational citizenship	4.19	0.58		1	0.834**	0.827**	0.788**	0.862**	0.859**
3 Altruism	4.36	0.64			1	0.584**	0.700**	0.576**	0.587**
4 Conscientiousness	4.06	0.74				1	0.585**	0.687**	0.654**
5 Courtesy	4.48	0.61					1	0.560**	0.568**
6 Sportsmanship	3.97	0.75						1	0.727**
7 Civic Virtue	4.10	0.74							1

(\*\*= $p < 0,01$ )

### 3.3. Findings of Regression Analysis

Simple Linear Regression Analysis was conducted to test the effect of paternalistic leadership on organizational citizenship behavior and analysis findings are given in Table 2. In Simple Linear Regression Analysis application, paternalistic leadership was determined as independent variable, organizational citizenship, altruism, conscientiousness, courtesy, sportsmanship and civic virtue were determined as dependent variables.

Paternalist leadership has a positive and significant effect on organizational citizenship behavior ( $\beta = 0.427$ ,  $t = 10.912$ ,  $p < 0.01$ ). 18.3% of the change in organizational citizenship behavior is explained by paternalistic leadership. ( $R^2 = 0.183$ ). According to this result, “Hypothesis 1.1” is accepted.

It was found that paternalist leadership has a positive and significant effect on altruism. ( $\beta = 0.297$ ,  $t = 7.169$ ,  $p < 0.01$ ). 8% of the change in altruism behavior is explained by paternalist leadership ( $R^2 = 0.088$ ). According to this result, “Hypothesis 2.1” is accepted.

It was found that paternalist leadership has a positive and significant effect on conscientiousness ( $\beta = 0.374$ ,  $t = 9.298$ ,  $p < 0.01$ ). 14% of the change in conscientiousness is explained by paternalist leadership ( $R^2 = 0.140$ ). According to this result, “Hypothesis 3.1” is accepted.

It was found that paternalist leadership has a positive and significant effect on courtesy ( $\beta = 0.271$ ,  $t = 6.513$ ,  $p < 0.01$ ). 7% of the change in courtesy behavior is explained by paternalist leadership ( $R^2 = 0.074$ ). According to this result, “Hypothesis 4.1” is accepted.

It was found that paternalist leadership has a positive and significant effect on sportsmanship ( $\beta = 0.421$ ,  $t = 10.711$ ,  $p < 0.01$ ). 17% of the change in sportsmanship behavior is explained by paternalist leadership ( $R^2 = 0.177$ ). According to this result, “Hypothesis 5.1” is accepted.

It was found that paternalist leadership has a positive and significant effect on civic virtue ( $\beta = 0.403$ ,  $t = 10.181$ ,  $p < 0.01$ ). 16% of the change in civic virtue behavior is explained by paternalist leadership ( $R^2 = 0.163$ ). According to this result, “Hypothesis 6.1” is accepted.

**Table 2.** Regression Analysis Findings

Independent variable: Paternalist leadership							
Dependent variables	B	Beta( $\beta$ )	t	R <sup>2</sup>	Corrected R <sup>2</sup>	F	p
Organizational citizenship	0.351	0.427	10.912	0.183	0.181	119.080	0.000
Altruism	0.266	0.297	7.169	0.088	0.086	51.399	0.000
Conscientiousness	0.392	0.374	9.298	0.140	0.138	86.446	0.000
Courtesy	0.234	0.271	6.513	0.074	0.072	42.415	0.000
Sportsmanship	0.445	0.421	10.711	0.177	0.176	114.718	0.000
Civicvirtue	0.419	0.403	10.181	0.163	0.161	103.647	0.000

#### 4. DISCUSSION AND CONCLUSION

This study was conducted on health workers to determine whether paternalistic leadership has an impact on organizational citizenship behavior. In the result of the literature review, it has seen that, researches have done in different sectors in Turkey on this issue however, unprecedented to no research which conducted on health workers. Ersoy et al. (2012), conducted a study on the part-time working students in Turkey and Netherland and they found that in Turkey, paternalistic leadership have more positive effects on organizational citizenship behavior than Netherland (Ersoy et al., 2012). Sendogdu

& Erdiren Celebi (2014) showed that paternalist leadership has a positive effect on organizational citizenship behavior in a study they conducted on industrial sector employees (Sendogdu & Erdiren Celebi, 2014). Mete and Serin (2015) found a positive relationship between paternalistic leadership and organizational citizenship behavior in a study they conducted on teachers (Mete & Serin, 2015). Poaching and Chichun (2009) found that paternalist leadership had a positive effect on organizational citizenship behavior in a study they conducted on insurance sector employees in Taiwan. (Poaching & Chichun, 2009). In a study conducted by Rehman and Afsar (2012) on workers in various sectors in Pakistan, it was found that paternalist leadership had a positive effect on organizational citizenship behavior (Rehman & Afsar, 2012). In these studies, conducted in different sectors, it is seen that there is a positive relationship between paternalistic leadership and organizational citizenship behavior and these results matches with the results of our research. In this study, it is found that the paternalistic leadership has a positive and significant effect on organizational citizenship behavior ( $\beta = 0.427$ ,  $t = 10.912$ ,  $p < 0.01$ ) and also it is found that 18.3% of the change in organizational citizenship behavior was explained by the independent variable paternalist leadership ( $R^2 = 0.183$ ). In addition, paternalistic leadership has been found to have a positive effect on all aspects of organizational citizenship behavior (altruism, conscientiousness, courtesy, sportsmanship and civic virtue), and all hypotheses established within the scope of the study were accepted.

As a result of this research, paternalist leadership has been shown to have a positive effect on the organizational citizenship behavior of healthcare workers. In other words, these results indicate that health workers' organizational citizenship behavior will increase due to the increase in paternalistic leadership behavior of health managers.

Organizational citizenship behavior has many contributions to the organization (increasing job satisfaction, motivation, workplace loyalty and productivity etc.) (Serinkan & Urkek Erdis, 2014). In order to increase the organizational citizenship behaviors of employees, it would be appropriate for health managers to show paternalistic leadership behaviors.

Since there is no other research related to the effects of paternalist leadership on organizational citizenship behavior in Turkey, it is thought that the results of this research will contribute to health managers and literature.

#### **4.1. Practice Implications**

Due to reasons such as increased accessibility to health services in Turkey and in the world, increase in the elderly population, health tourism and arrival of patients from other countries the work load of health workers is increasing day by day. In order for health workers to overcome this burden, it is necessary for health workers to take extra behaviors, beside their official duties (organizational citizenship behavior) that contribute to the institution. Health managers who are aware of this, seeks to increase the organizational citizenship behavior of employees. Our study shows that paternalistic

leadership, which affects organizational citizenship behavior of health workers, has an impact on organizational citizenship. Health managers can demonstrate paternalistic leadership behavior in order to provide health workers to demonstrate more organizational citizenship behavior.

#### 4.2. Limitations

The results obtained in this study are limited with the paternalistic leadership perception and organizational citizenship behaviors of the healthcare workers working in a private hospital in Istanbul province in Turkey. In order to increase the generalizability of the findings and results, a larger sample can be re-searched. Generally, while paternalist leadership is welcomed positively by those working in eastern (collectivist) cultures, the result is negatively in western (individualist) cultures. Therefore, it should be known that different results may occur in different cultures. Therefore, future research can be conducted on different cultures.

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