

Effects of gender and marital status on the perception of paternalistic leadership: A meta-analysis study

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Abstract: This research aims to determine the overall effect size of gender and marital status on the perception of paternalistic leadership. In line with the research objective, studies on the perception of paternalistic leadership carried out between 2005 and 2022 in Türkiye were analysed with the meta-analysis method. Meta-analysis covered 22 studies on gender ($n_{\text{Gender}}=9569$) and 10 studies on marital status ($n_{\text{Marital Status}}=6397$) on the perception of paternalistic leadership. In this meta-analysis study utilising the random effects model, the Hedges' g value determining the standardised mean difference between the groups was used to calculate the effect sizes, and the origin of the heterogeneity in the research was tried to be determined by the moderator (sub-group) analyses. Research results revealed that the overall effect size of gender on the perception of paternalistic leadership was at a low level, with a value of 0.170, while the effect size of marital status was at a mean level, with a value of -0.523. However, it was determined in the moderator (sub-group) analyses that the effect size led to a statistically significant difference just in terms of sample groups in both gender and marital status variables.

1. INTRODUCTION

Discussions on leadership and effective leadership have gradually increased in recent years. Some of these discussions pertain to classical leadership approaches, and some to approaches emphasising contemporary and cultural contexts (Drost & Von Glinow, 1998; House et al., 2004). Moreover, there are also leadership approaches highlighting the leader's characteristics and advocating that these characteristics direct the behaviours of the employees in an organisation (Stahl, 2007). Yet, the common point of the discussions and explanations on leadership, in general, is viewed as the leaders' influence on and motivation of the organisation's employees (Anwar, 2013). Leaders can influence and motivate the organisation's members by displaying different leadership styles in various cultures (Türesin et al., 2015). Thus, different leadership styles or approaches have a formative effect on the acts and behaviours of the organisation's members (Mumford et al., 2002). In this context, paternalistic leadership is stated as one of the leadership styles emerging according to the cultural characteristics of the societies and influencing the acts and behaviours of the organisation's members (Cerit, 2013).

Paternalistic leadership originates from the sociocultural differences between Western and Eastern societies (Aycaan, 2006). In other words, as a leadership style appearing in hierarchical

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and traditional societies, paternalism is considered as a leadership approach prevailing more in Eastern than Western societies (Gürlek et al., 2020). Accordingly, it is known that societies in which paternalistic leadership is intensely observed display collectivist characteristics and high-power distances (Gelfand et al., 2007). Paternalism gained popularity in management and leadership because it is closely related to social characteristics, and organisations are structures affected by social characteristics (Martinez, 2003). The popularity of the paternalistic leadership style in the management and leadership fields is explained by its determinative role in organisational behaviours and organisational outputs (Bedi, 2020). In this context, there is a consensus among the researchers that paternalistic leadership increases positive organisational outputs (Demirer, 2012; Erben & Güneşer, 2008; Lee et al., 2018; Lin et al., 2015; Mussolino & Calabrò, 2014; Yeh et al., 2008); and that it hinders negative and undesirable outputs in organisations (Cheng et al., 2013; Dedahanov et al., 2019; Mulla & Krishnan, 2012; Wang & Cheng, 2010). Moreover, the literature includes significant research on the antecedents and consequences of paternalistic leadership. For instance, national and international literature covers various research carried out in several organisations on the relation of paternalistic leadership with organisational variables such as organisational citizenship (Göncü et al., 2014; Chu & Hung, 2009; Mete & Serin, 2015), organisational identification (Cheng et al., 2004; Korkmaz et al., 2018), organisational commitment (Pellegrini et al., 2010; Shi et al., 2020), organisational justice (Köksal, 2011), job satisfaction (Chamundeswari, 2013; Ekmen & Okçu, 2021; Sun & Wang, 2009), mobbing (Durmaz, 2019; Soyulu, 2011), organisational creativity and organisational dissent (Ağladay & Dağlı, 2021), organisational happiness (Özgenel & Canulansı, 2021), job performance (Liang et al., 2007; Mert & Özgenel, 2020; Nigama et al., 2018), emotional labour (Zheng et al., 2020) and participation in decision making (Cansoy et al., 2020). Therefore, it appears that several variables can be associated with paternalistic leadership.

Antecedents of paternalistic leadership might include organisational variables as well as demographic (personal) variables such as gender and marital status (Erben & Güneşer, 2008; Kurt, 2013; Mete & Serin, 2015; Saylık, 2017; Taşdemir & Atalmış, 2021; Wu et al., 2011; Zhang et al., 2015). Thus, research examining the perception of paternalistic leadership in Türkiye according to demographic variables such as gender and marital status is remarkable. Some of the research revealed that gender causes a significant difference on the perception of paternalistic leadership (Cerit et al., 2011; Delice, 2020; Dursun, 2019; Kara et al., 2020; Karşu Cesur, 2015; Kılınç, 2019; Mert & Özgenel, 2020; Özgenel & Dursun, 2020; Saylık, 2017), while some advocated that it does not cause a significant difference (Ağladay, 2017; Arslan, 2016; Aydınoglu, 2020; Bilici, 2017; Burgazlıoğlu, 2022; Dağlı & Ağladay, 2018; Hatipoğlu et al., 2019; İncegöz & Uslu, 2022; Koç, 2019; Korkmaz, 2018; Nal, 2018; Özgenel & Canulansı, 2021; Sarı, 2021). Concerning the marital status variable, some research pointed to a significant difference in the perception of paternalistic leadership (Abacı, 2020; Taşdemir & Atalmış, 2021), while some advocated that there is no significant difference (Ağladay, 2017; Aydınoglu, 2020; Burgazlıoğlu, 2022; Korkmaz, 2018; Sarı, 2021; Saylık, 2017; Dağlı & Ağladay, 2018; Delice, 2020). All these indicate that the literature in Türkiye provides different and inconsistent results regarding the effect of gender and marital status variables on the perception of paternalistic leadership. Moreover, no research was found in the literature examining the effects of gender and marital status on the perception of paternalistic leadership with the meta-analysis method. Therefore, this research is considered to eliminate the uncertainty regarding the effect of gender and marital status variables on the perception of paternalistic leadership and to enable the synthesis of the research results. Besides, this research also examines the effects of gender and marital status on the perception of paternalistic leadership considering the variables, providing more accurate and precise results. The research results are considered to guide the researchers willing to investigate the perception of

paternalistic leadership and provide the policymakers with foresight about the effect of gender and marital status on the perception of paternalistic leadership.

1.1. Paternalistic Leadership

The word paternalism, derived from the Latin word “pater”, is mostly used in a father’s taking care of his family and children. Paternalism means acting and behaving like a father and in a protective manner towards others (Bing, 2004; Suber, 1999). However, meanings attributed to paternalism are very complex and various (Aycan, 2006). For instance, paternalism is not only used as a negative term because of its derogatory connotation but also as a positive term in the sense of parents watching over their family members (Agich, 2003). In the management and leadership literature, the concept of paternalism has appeared as paternalistic leadership or paternal leadership. In the literature, paternalistic leadership has various definitions, such as helping the employees of the organisation in all matters under moral obligations (Farh & Cheng, 2000), meeting every need of the employees of the organisation with a paternal sensitivity (Afsar & Rehman, 2015), being involved in the private lives of the subordinates and protecting them (Pellegrini & Scandura, 2006), expecting respect and obedience from the employees (Aycan, 2006), dealing with and solving problems that the employees encounter outside their working lives (Huse & Mussolino, 2008). In light of these definitions and explanations, it is realised that paternalistic leadership aims to ensure a family atmosphere in organisational life, considers the organisation’s employees as family members, and involves a leadership approach based on obedience and respect.

Leadership approaches might vary among societies or cultures. A valid and prevailing leadership style in Eastern societies might not apply in Western societies (Fikret-Paşa, 2000; Westwood, 1997). Although the paternalistic leadership style is based on the teachings of Aristotle and Confucius and is one of the most common leadership approaches worldwide, it does not attract adequate attention in Western literature (Aycan et al., 2013). However, it was stated that paternalistic leadership had recently become prevalent in countries that can be considered Western, such as North America (Aycan et al., 2000). On the other hand, due to its content, the paternalistic leadership approach is a leadership style more suitable for the cultural textures of Asian societies; and it is common in countries such as China, Türkiye, Pakistan and India (Jackson, 2016). In organisational life, the paternalistic leadership style is observed in countries with high power distances and collectivist characteristics (Salminen Karlsson, 2015). Yet, the leadership style prevailing in a society cannot be dissociated from the culture and values of that society (Hofstede, 2006; Yukl, 2008). In other words, it might be asserted that the paternalistic leadership approach is closely related to social characteristics, and thus, based on the cultural values of a society, it might be stated whether it will become a prevailing leadership style in that society or not.

In the literature, the paternalistic leadership approach is conceptualised under different dimensions. Farh and Cheng (2000) addressed paternalistic leadership under the dimensions of “moral (ethical) leadership, benevolent leadership, authoritarian leadership,” while Aycan (2001) addressed it under “interest-based leadership and benign leadership”. Moral leadership means a leader being virtuous by displaying a high level of personal integrity. In contrast, while benevolent leadership corresponds to meeting all kinds of familial and personal needs of the organisation's employees, authoritarian leadership corresponds to a leader expecting subordinates to obey them without questioning and with respect (Liao et al., 2017). Interest-based leadership is the leader displaying intended behaviours in line with their own interests. In self-interested paternalism, the generosity or goodwill of the leader revolves around concerns about the work to be completed in the organisation (Hayek et al., 2010). However, benign leadership aims to promote the welfare, happiness and well-being of employees in a neutral and objective manner. In other words, paternalistic leaders with goodwill strive to meet the needs

and expectations of their employees (Aycan, 2006). Based on these explanations, it may be stated that the moral, benevolent, and benign dimensions of paternalistic leadership correspond to a favourable and positive leadership approach. In contrast, authoritarian leadership and interest-based leadership dimensions correspond to a leadership approach that is undesirable or not much preferred in organisations.

1.2. Purpose of the Study

The research primarily aims to identify the effect sizes of gender and marital status on the perception of paternalistic leadership. In line with this primary objective, answers to the following questions were sought:

- RQ1. What is the effect size of gender on the perception of paternalistic leadership?
 RQ2. On the perception of paternalistic leadership, does the effect size of gender display a significant difference according to moderator (subgroup) variables (publication type, publication year, region of research, sample size, sample group and scale used)?
 RQ3. What is the effect size of marital status on the perception of paternalistic leadership?
 RQ4. On the perception of paternalistic leadership, does the effect size of marital status display a significant difference according to moderator (subgroup) variables (publication type, publication year, region of research, sample size, sample group and scale used)?

2. METHOD

2.1. Research Model

This research that aims to determine the effect sizes of gender and marital status on the perception of paternalistic leadership was carried out with the meta-analysis. Meta-analysis is the collection, interpretation, or synthesis with statistical methods of the empirical results of several quantitative research in any field (Lipsey & Wilson, 2001; Violato, 2019). The meta-analysis method examines the outcomes of different quantitative research with larger sample groups and through sound analyses (Cumming, 2012). The meta-analysis method was applied in this research as the aim was to synthesise the results of quantitative studies on the effect of gender and marital status on the perception of paternalistic leadership with larger sample groups and more robust analyses.

2.2. Literature Review Process

To obtain the studies carried out in Türkiye on paternalistic leadership, literature was reviewed by searching the keywords: “paternalist liderlik”, “babacan liderlik”, “paternalistic leadership”, and “paternalist leadership” in Turkish and English in “the National Thesis Centre of the Council of Higher Education (YÖK), Web of Science, ERIC, Google Scholar (Academic), National Academic Network and Information Centre (ULAKBİM), EBSCOhost, Science Direct, Sage Journals and ASOS” databases. The literature review was completed on 31.12.2022, and 122 studies were obtained in total. 122 studies obtained as a result of the literature review were identified according to the following inclusion criteria:

1. The studies were carried out in Türkiye between 2005 and 2022.
2. The studies are master’s theses, doctoral theses or articles published in refereed academic journals in Turkish or English.
3. The theses have access permits.
4. In case there was both a thesis study and an article study produced from the thesis using the same data in the literature, the article study produced from the thesis was included in the research.
5. The perception of paternalistic leadership was examined according to the variables of gender or marital status.
6. The overall total score for the perception of paternalistic leadership was reported.

7. Statistical information such as sample size, arithmetic mean, standard deviation, *p*-value and *t*-value were included in the studies to calculate effect sizes.
8. Full texts of the studies are accessible.

As a result of the literature review and based on the inclusion criteria, it was decided that the meta-analysis would include 22 studies on gender variable and ten on the marital status variable. As seen in Figure 1, the flow diagram of this meta-analysis was determined according to the PRISMA (Preferred Reporting Items for Systematic reviews and Meta-Analyses) flow model, as Moher et al. (2009) suggested.

Figure 1. PRISMA flow diagram of the studies.

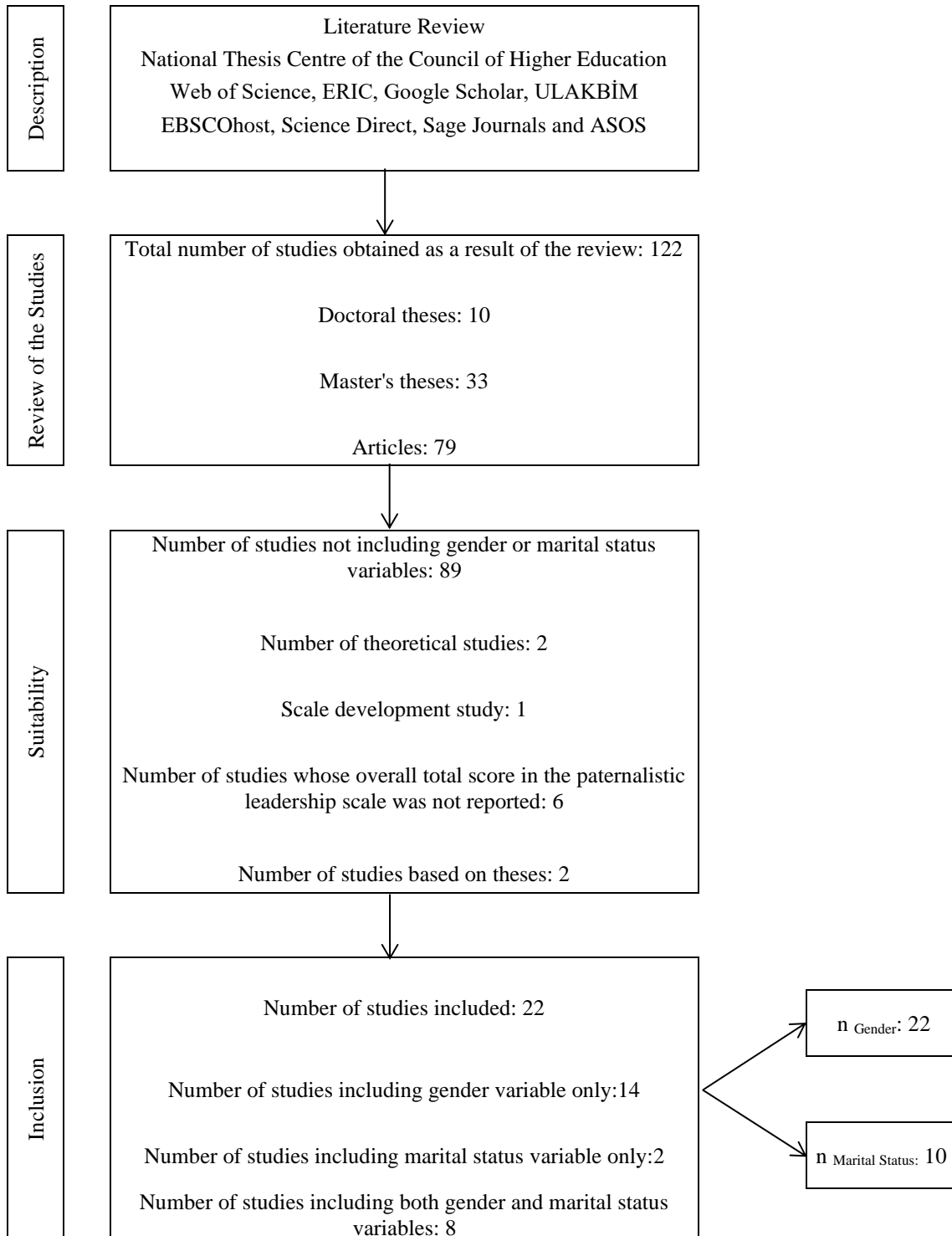


Table 1 displays descriptive information about the studies obtained regarding the gender and marital status variables as a result of the literature review.

Table 1. Descriptive information about the studies included in the meta-analysis.

Variables	Variable Information	Gender		Marital Status	
		f	%	f	%
Publication Type	Master's Thesis	9	40.91	4	40
	Doctoral Thesis	5	22.73	4	40
	Article	8	36.36	2	20
Publication Year	2011	1	4.55	-	-
	2015	1	4.55	-	-
	2016	1	4.55	-	-
	2017	3	13.64	2	20
	2018	3	13.64	2	20
	2019	4	18.18	-	-
	2020	5	22.73	3	30
	2021	2	9.09	2	20
	2022	2	9.09	1	10
Region of Research	Central Anatolia	4	18.18	3	30
	Marmara	7	31.82	1	10
	Southeastern Anatolia	2	9.09	2	20
	Mediterranean	2	9.09	2	20
	Black Sea	2	9.09	2	20
	Aegean	1	4.55	-	-
	Eastern Anatolia	1	4.55	-	-
	Other (mixed or not reported)	3	13.64	-	-
Sample Size	1-300	7	31.82	2	20
	301-600	10	45.45	3	30
	600 and above	5	22.73	5	50
Sample Group	Employees of Educational Organisations	14	63.64	7	70
	Other*	8	36.36	3	30
Scales Used	Cheng et al., 2004	3	13.64	2	20
	Pellegrini and Scandura, 2006	2	9.09	-	-
	Dağlı and Ağalday, 2017	7	31.82	3	30
	Aycan, 2006	6	27.27	-	-
	Other**	4	18.18	5	50

*Private sector, public employees, employees of enterprises and healthcare professionals, ** Studies with the scales of Saylık (2017), Aycan et al. (2013), Saylık and Aydın (2020) and studies whose scales were not reported

As seen in Table 1, it was confirmed that there were 9 (40.91%) master's theses, 5 (22.73%) doctoral theses, and 8 (36.36%) articles examining the effect of gender on the perception of paternalistic leadership in Türkiye between 2005 and 2022, while there were 4 (40%) master's theses, 4 doctoral theses and 2 (20%) articles examining the effect of marital status. The number of studies published on the effect of gender on the perception of paternalistic leadership was highest in 2020 (n=5, 22.73%), and the number of studies published on the effect of marital status on the perception of paternalistic leadership was highest in 2020 (n=3, 30%). Research

on paternalistic leadership, including gender variables, was mostly carried out in the Marmara region (n=7, 31.82%), while those including marital status variables were mostly carried out in the Central Anatolia region (n=3, 30%). With regard to sample size, it was determined that the studies on paternalistic leadership, including gender variables, were mostly carried out with varying numbers of participants between 301 and 600 (n=10, 45.45%), while the studies on paternalistic leadership, including marital status variable, were mostly carried out with 600 and more participants (n=5, 50%). The effect of gender and marital status on the perception of paternalistic leadership was mostly examined among the employees of educational organisations (n_{Sample Group-Gender}=14, 63.64%; n_{Sample Group-Marital Status}= 7, 70%). Lastly, it was found out that the most commonly used scale in the studies on paternalistic leadership, including gender variable, was the paternalistic leadership scale developed by Dağlı and Ağalday (2017) (n=7, 31.82%), while the most commonly used scale in the studies on paternalistic leadership including marital status variable was different and varied among the studies (n=5, 50%).

2.3. Data Coding

To ensure validity and reliability in the meta-analysis research, studies should be checked by coders (Açikel, 2009; Stewart & Kamins, 2001). Accordingly, a coding form was drafted to determine whether the studies included in the meta-analysis by the researcher met the inclusion criteria. The coding form consists of the “publication type, publication year, region of research, sample size, sample group, the scale used, and statistical information about the studies”. The research code was written by two expert researchers who studied meta-analysis. Coding by these two expert researchers was calculated according to the reliability formula proposed by Miles and Huberman (2002) (Reliability=Agreement/Agreement+Disagreement), and the intercoder reliability was determined as 96%. The intercoder agreement is specified to be at least 80% (Patton, 2002). Therefore, the coding reliability of the research might be considered sufficient. Moreover, non-overlapping codes were also re-evaluated and corrected by the researchers.

2.4. Publication Bias

Publication bias is deliberately not publishing studies that do not provide expected significant statistics from research carried out on any subject (Makowski et al., 2019). In other words, researchers or academic journals tend not to publish statistically insignificant studies. This leads to publication bias among the studies applying the meta-analysis method (Borenstein et al., 2013). Presence of publication bias results in deviations in terms of the accuracy of the studies' average effect sizes (Field & Gillett, 2010). Accordingly, the presence of publication bias in this meta-analysis study was checked. Publication bias of the research was determined separately for both gender and marital status based on the Funnel plot (scatter plot), Begg and Mazumdar's rank correlation test, Rosenthal's Fail-Safe N value, Egger's regression test and Duval and Tweedie's trim and fill test results.

2.5. Heterogeneity

In meta-analysis studies, heterogeneity refers to the range of effect sizes of the studies included (Şen & Yıldırım, 2020). In meta-analysis studies, heterogeneity is examined with the Q test and I^2 value. Heterogeneity can be mentioned when the Q value calculated according to the degrees of freedom is higher than the chi-square value (χ^2) or when the I^2 value is higher than 75% (Card, 2011; Cooper et al., 2009). On the condition that a meta-analysis study is heterogeneous, moderator (subgroup) analyses are needed. In other words, moderator analysis determines the causes of heterogeneity (Deeks et al., 2008). Accordingly, the effect size of gender and marital status on the perception of paternalistic leadership was also examined according to moderator variables (publication type, publication year, region of research, sample size, sample group and

the scale used).

2.6. Selection of the Model

Meta-analysis studies are analysed according to fixed effects or random effects models. In the fixed effects model, all studies share the same effect size, and weightings are based on the number of observations. In contrast, in the random effects model, the effect sizes vary according to different characteristics (Cooper et al., 2009). In social sciences, the random effects model is advised to be used more in meta-analysis studies (Pigott & Polanin, 2020). Moreover, the model used in meta-analysis studies might be decided based on the heterogeneity test results (Q test and I²) (Dinçer, 2014). Accordingly, in determining the model to be used in this research, both the theoretical explanations and the heterogeneity test results (Q test and I²) were considered.

2.7. Calculation of the Effect Sizes

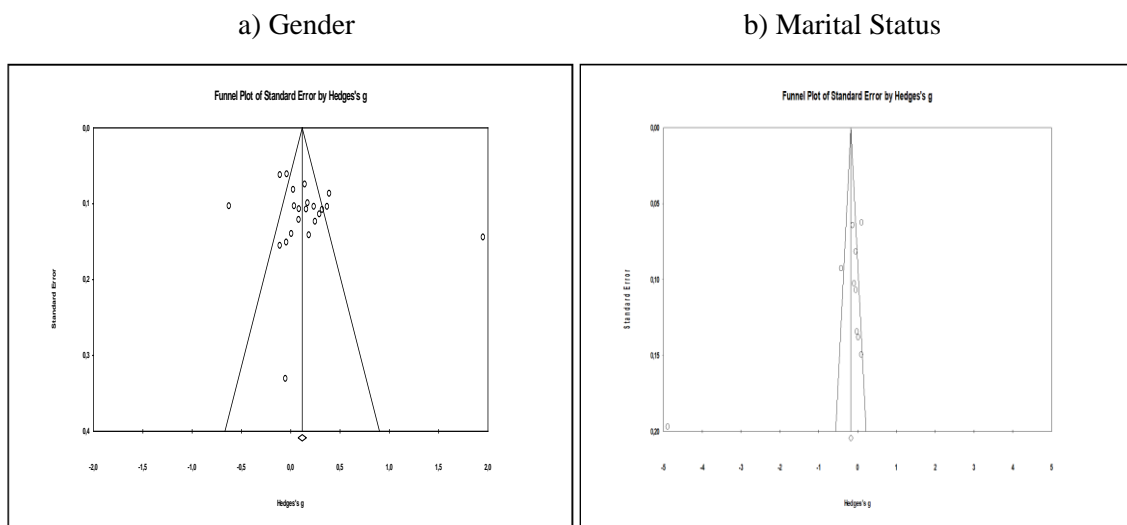
This meta-analysis study calculated effect sizes with the *Hedges' g* value, identifying the standardised mean difference between the groups. In this context, the data were interpreted according to a .05 significance level with the Comprehensive Meta-Analysis (CMA) statistical package program. Effect sizes were evaluated according to the criteria determined by Cohen (1992) as “ ≤ 0.2 , low effect size; 0.50, medium effect size and ≥ 0.80 , large effect size”. A positive effect size on gender indicates that males have a higher perception of paternalistic leadership, while a positive effect size on marital status suggests that singles have a higher perception of paternalistic leadership. Besides, whether the effect size of gender and marital status on the perception of paternalistic leadership differs significantly in terms of “publication type, publication year, region of research, sample size, sample group and the scale used” was examined with moderator (subgroup) analyses, $Q_{Between}$, χ^2 and p -value.

3. FINDINGS

3.1. Findings Regarding the Publication Bias

Before the analyses on the effect sizes, the publication bias results of the research were checked. In this context, the publication bias of the research was determined separately for both gender and marital status by the Funnel plot (scatter plot), Begg and Mazumdar's rank correlation test, Rosenthal's Fail-Safe N value, Egger's regression test and Duval and Tweedie's trim and fill test results. **Figure 2** displays the Funnel plot (scatter plot) graphics of the studies regarding a) gender and b) marital status, respectively.

Figure 2. Funnel plot (scatter plot) graphics according to a) gender and b) marital status on the perception of paternalistic leadership.



As seen in Figure 2, examining the research's Funnel plot (scatter plot) graphics on gender and marital status, it was determined that the effect sizes generally concentrated symmetrically around the standard error. In meta-analysis studies, the symmetric distribution of effect sizes around the standard error indicates the absence of publication bias (Borenstein et al., 2013). However, it is not correct to decide on the presence of publication bias based on just the Funnel plot (scatter plot) (Lipsey & Wilson, 2001; Petticrew & Roberts, 2006). Therefore, publication bias of the research on gender and marital status variables was determined by Begg and Mazumdar's rank correlation test, Rosenthal's Fail-Safe N value, Egger's regression test and Duval and Tweedie's trim and fill test results. Table 2 displays Begg and Mazumdar's rank correlation test, Rosenthal's Fail-Safe N value, and Egger's regression test results.

Table 2. Begg and Mazumdar's rank correlation test, Rosenthal's Fail-Safe N value, Egger's regression test results.

Reliability Test	Reliability Test Values			
	Gender		Marital Status	
Begg and Mazumdar's Rank Correlation Test	Tau	0.09957	Tau	-0.06667
	Z value for Tau	0.64855	Z value for Tau	0.26833
	p value (two sides)	0.51663	p value (two sides)	0.78845
Rosenthal's Fail-Safe N Value	Z value	6.52360	Z value	-9.726657
	p value	0.00000	p value	0.00000
	Alpha	0.05000	Alpha	0.05000
	Side	2.00000	Side	2.00000
	Z value for Alpha	1.95996	Z value for Alpha	1.95996
	Fail-Safe N Value	222	Fail-Safe N Value	237
Egger's Regression Test	Standard error	2.45805	Standard error	7.12092
	95% lower threshold value	-1.95296	95% lower threshold value	-28.93770
	95% upper threshold value	8.30183	95% upper threshold value	3.90405
	t-value	1.29145	t-value	1.75775
	df	20	df	8
	p value (two sides)	0.21128	p value (two sides)	0.11685

Table 2 confirms the absence of publication bias as the p values for gender and marital status were 0.51663 ($p > 0.05$) and 0.78845 ($p > 0.05$), respectively, according to the results of Begg and Mazumdar's rank correlation test. Moreover, Rosenthal's Fail-Safe N value was identified as 222 for gender and 237 for marital status. 222 for gender and 237 for marital status refer to the number of studies that should be included to refrain from mentioning a significant effect. It is not possible to reach 222 and 237 in practice, and the $N/(5k+10)$ value is higher than 1 for gender [$222/(5 \times 22 + 10) = 1.850 > 1$] and for marital status [$237/(5 \times 10 + 10) = 3.95 > 1$], and thus, these indicate that there is no publication bias (Mullen et al., 2001). Besides, statistically insignificant p values in the Egger test ($p_{\text{Gender}} = 0.21128 > 0.05$; $p_{\text{Marital status}} = 0.11685 > 0.05$) (Rothstein et al., 2005) confirm the absence of publication bias in the research. Table 3 displays the results of Duval and Tweedie's trim and fill method, another indicator of the availability or absence of publication bias.

Table 3. Results of Duval and Tweedie's Trim and fill method on gender and marital status.

Gender	Difference	Point Estimate	Confidence Interval (95%)		Q
			Lower Threshold	Upper Threshold	
Observed Value		0.17005	0.01682	0.32328	262.69384
Adjusted Value	0	0.17005	0.01682	0.32328	262.69384
Marital Status					
Observed Value		-0.52303	-1.01954	-0.02652	611.96025
Adjusted Value	0	-0.52303	-1.01954	-0.02652	611.96025

As seen in Table 3, the number of trimmed studies on both gender (Observed Value $P_{\text{Point Estimate}}=0.17005$; Adjusted Value $P_{\text{Point Estimate}}=0.17005$) and marital status (Observed Value $P_{\text{Point Estimate}}=-0.52303$; Adjusted Value $P_{\text{Point Estimate}}=-0.52303$) was determined as 0, and this might be interpreted as the absence of publication bias. Accordingly, depending on the results of the Funnel plot (scatter plot), Begg and Mazumdar's rank correlation test, Rosenthal's Fail-Safe N value, Egger's regression test and Duval and Tweedie's trim and fill method, it might be asserted that there is no publication bias in this meta-analysis study as a whole.

3.2. Findings Regarding the Heterogeneity Tests

In order to decide on the effect size model for the research, heterogeneity tests were carried out on gender and marital status variables. Accordingly, Table 4 displays the heterogeneity test results for the model to be used in calculating the effect sizes according to gender and marital status on the perception of paternalistic leadership.

Table 4. Heterogeneity test results of the research on gender and marital status.

Gender	k	Point Estimate	95% Confidence Interval		Q value	Heterogeneity test		
			Lower Threshold	Upper Threshold		df	p	I ²
Fixed Effects	22	0.117	0.074	0.159	262.694	21	0.000	92.006
Random Effects	22	0.170	0.017	0.323				
Marital Status								
Fixed Effects	10	-0.171	-0.230	-0.113	611.960	9	0.000	98.529
Random Effects	10	-0.523	-1.020	-0.027				

k: Number of studies

As seen in Table 4, the Q value for gender was determined as 262.694, while the Q value for marital status was determined as 611.960. Concerning gender, the Q value ($Q_{\text{Gender}}=262.694$) corresponds to 32.671 at 21 degrees of freedom and 0.05 significance level in the chi-square table (χ^2), while according to marital status, the Q value ($Q_{\text{Marital Status}}=611.960$) corresponds to 16.919 at 9 degrees of freedom and 0.05 significance level in the chi-square table (χ^2). Besides, the Higgins I² value of the research on gender was determined as 92.006, while the Higgins I² value on marital status was determined as 98.529. Q values of the research are beyond the chi-square (χ^2) table values and are significant at the $p=0.05$ level, and the Higgins I² values are higher than 75%, and these mean that the data are heterogeneous in terms of gender and marital status (Card, 2011; Cooper et al., 2009; Higgins & Thompson, 2002). Moreover, the availability of intervening variables in the research, such as the publication type, publication year, region of research, sample size, sample group, and the scale used, points out the possibility of change in effect sizes in the research (Üstün & Eryılmaz, 2014). Consequently, based on all these analyses and grounds, the research was identified as heterogeneous, and it was decided to use the random effects model in the research.

3.3. Findings Regarding the Effect Size

This part addresses the effect sizes of the studies examining the perception of paternalistic leadership according to gender and marital status in the random effects model. Table 5 displays the effect sizes of the perception of paternalistic leadership according to gender.

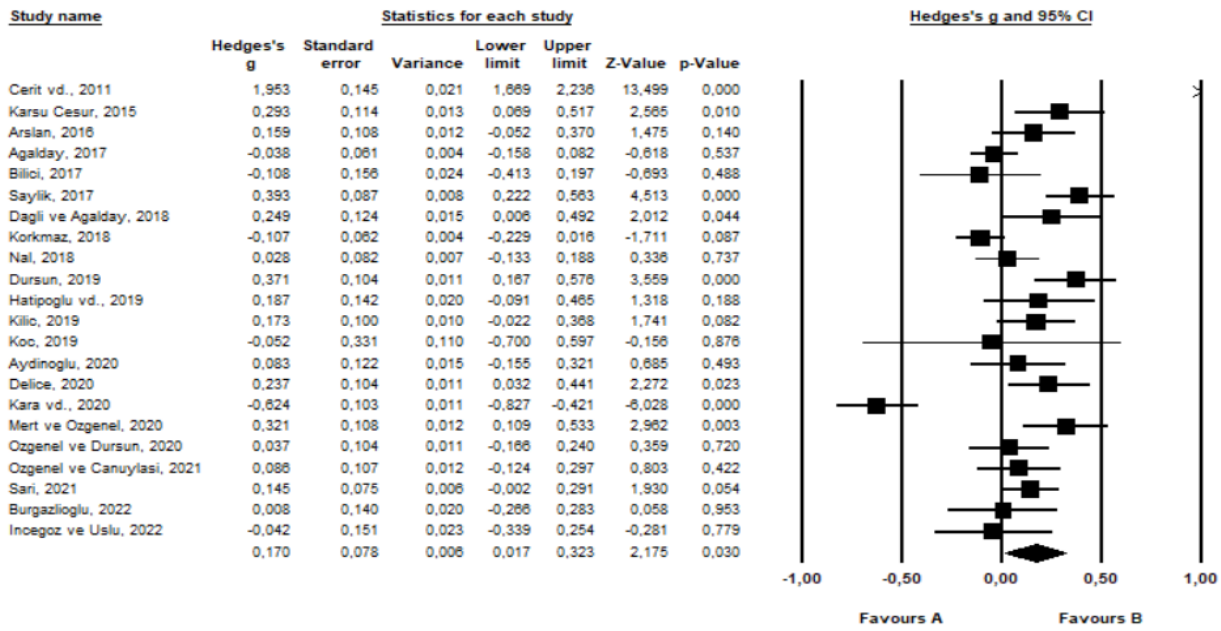
Table 5. Effect sizes of the perception of paternalistic leadership on gender.

Research Title	Effect Size (Hedges's g)	Confidence Interval (95%)		Z	p	n
		Lower Threshold	Upper Threshold			
Cerit et al., 2011	1.953	1.669	2.236	2.236	0.000*	284
Karşu Cesur, 2015	0.293	0.069	0.517	0.517	0.010*	346
Arslan, 2016	0.159	-0.052	0.370	0.370	0.140	349
Ağalday, 2017	-0.038	-0.158	0.082	0.082	0.537	1059
Bilici, 2017	-0.108	-0.413	0.197	0.197	0.488	171
Saylık, 2017	0.393	0.222	0.563	0.563	0.000*	700
Dağlı and Ağalday, 2018	0.249	0.006	0.492	0.492	0.044	261
Korkmaz, 2018	-0.107	-0.229	0.016	0.016	0.087	1032
Nal, 2018	0.028	-0.133	0.188	0.188	0.737	683
Dursun, 2019	0.371	0.167	0.576	0.576	0.000*	420
Hatipoğlu et al., 2019	0.187	-0.091	0.465	0.465	0.188	200
Kılıç, 2019	0.173	-0.022	0.368	0.368	0.082	405
Koç, 2019	-0.052	-0.700	0.597	0.597	0.876	57
Aydinoğlu, 2020	0.083	-0.155	0.321	0.321	0.493	413
Delice, 2020	0.237	0.032	0.441	0.441	0.023*	370
Kara et al., 2020	-0.624	-0.827	-0.421	-0.421	0.000*	400
Mert and Özgenel, 2020	0.321	0.109	0.533	0.533	0.003*	431
Özgenel and Dursun, 2020	0.037	-0.166	0.240	0.240	0.720	420
Özgenel and Canuyulası, 2021	0.086	-0.124	0.297	0.297	0.422	449
Sarı, 2021	0.145	-0.002	0.291	0.291	0.054	717
Burgazlıoğlu, 2022	0.008	-0.266	0.283	0.283	0.953	210
İncegöz and Uslu, 2022	-0.042	-0.339	0.254	0.254	0.779	192
Random Effects Model	0.170	0.017	0.323	2.175	0.030*	9569

* $p < 0.05$

As seen in Table 5, it was determined that the effect sizes of the studies on gender carried out with a total of 9569 participants vary between -0.624 and 1.953; and the study with the highest effect size (1.953) was carried out by Cerit et al. (2011), while the study with the lowest effect size (0.008) by Burgazlıoğlu (2022). Besides, according to the random effects model, the overall effect size of paternalistic leadership perception on gender is 0.170 [Confidence Interval (95%): 0.017; 0.323; $p=0.030<0.05$], and it was determined that male participants had significantly higher perceptions of paternalistic leadership than female participants. The overall effect size calculated according to gender (Effect Size_{Gender} = 0.170) corresponds to a "low effect size" according to Cohen's (1992) effect size classification. This result indicates that the perception of paternalistic leadership significantly differs according to gender. Figure 3 displays the forest plot of the perception of paternalistic leadership regarding gender.

Figure 3. Forest plot of the perception of paternalistic leadership on gender.



As seen in Figure 3, the squares represent the effect sizes of the research, while the diamond shape in the form of a rhombus at the bottom of the figure represents the overall effect size. Lines on both sides of the squares display the distribution of each study's lower and upper thresholds according to a 95% confidence interval. According to Figure 3, 6 of the 22 studies included in this meta-analysis study have negative effect sizes, while 16 have positive ones.

Table 6 displays the effect sizes of the perception of paternalistic leadership according to the marital status variable.

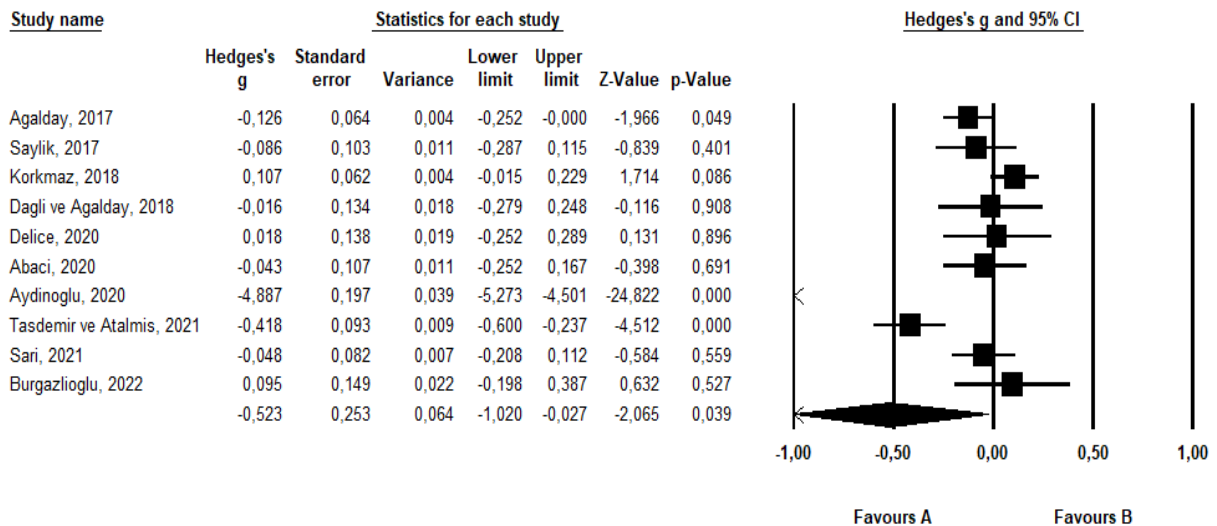
Table 6. Effect sizes of the perception of paternalistic leadership according to marital status variable.

Research Title	Effect Size (Hedges's g)	Confidence Interval (95%)		Z	p	n
		Lower Threshold	Upper Threshold			
Ağalday, 2017	-0.126	-0.252	0.000	-1.966	0.049	1632
Saylık, 2017	-0.086	-0.287	0.115	-0.839	0.401	700
Korkmaz, 2018	0.107	-0.015	0.229	1.714	0.086	1032
Dağlı and Ağalday, 2018	-0.016	-0.279	0.248	-0.116	0.908	261
Delice, 2020	0.018	-0.252	0.289	0.131	0.896	370
Abacı, 2020	-0.043	-0.252	0.167	-0.398	0.691	422
Aydinoğlu, 2020	-4.887	-5.273	-4.501	-24.822	0.000	413
Taşdemir and Atalmış, 2021	-0.418	-0.600	-0.237	-4.512	0.000	640
Sarı, 2021	-0.048	-0.208	0.112	-0.584	0.559	717
Burgazlıoğlu, 2022	0.095	-0.198	0.387	0.632	0.527	210
Random Effects Model	-0.523	-1.020	-0.027	-2.065	0.039	6397

As seen in Table 6, it was established that the effect sizes of the studies on marital status, carried out with a total of 6397 participants, vary between -4.887 and 0.107, and the study with the highest effect size (-4.887) was carried out by Aydınoğlu (2020), while the study with the lowest effect size (0.018) by Delice (2020). Besides, according to the random effects model, the overall effect size of paternalistic leadership perception according to marital status is -0.523

[Confidence Interval (95%): -1.020; -0.027; $p=0.039<0.05$], and it was determined that married participants had significantly higher perceptions of paternalistic leadership than single participants. The overall effect size calculated according to marital status (Effect Size Marital Status = -0.523) corresponds to a "medium effect size" according to Cohen's (1992) effect size classification. Thus, this result indicates that the perception of paternalistic leadership differs significantly according to marital status. Figure 4 displays the forest plot of the perception of paternalistic leadership regarding marital status.

Figure 4. Forest plot of the perception of paternalistic leadership according to marital status.



As seen in Figure 4, the squares represent the effect sizes of the studies, while the diamond shape in the form of a rhombus at the bottom of the figure represents the overall effect size. Lines on both sides of the squares display the distribution of each study's lower and upper thresholds according to a 95% confidence interval. Based on Figure 3, it was determined that 7 of the 10 studies included in this meta-analysis study had negative effect sizes while 3 had positive effect sizes.

3.4. Findings Regarding the Moderator (Subgroup) Effect Analyses

Tables 7 and 8 display the analysis results on the effect sizes of gender and marital status on the perception of paternalistic leadership regarding moderator variables (publication type, publication year, region of research, sample size, sample group and the scale used). Table 7 displays the analysis results according to the effect size of gender on the perception of paternalistic leadership on moderator variables.

Table 7. Analysis results on the effect size of gender in the perception of paternalistic leadership according to moderator variables.

Moderator	k	Effect Size (Hedges's g)	Confidence Interval (95%)		Q _b	df	p
			Lower Threshold	Upper Threshold			
Publication Type							
Master's Thesis	9	0.177	0.092	0.262	1.592	2	0.451
Doctoral Thesis	5	0.065	-0.103	0.232			
Article	8	0.267	-0.195	0.730			
Publication Year							
Between 2011 and 2018	9	0.305	0.004	0.605	1.817	2	0.403
Between 2019 and 2020	9	0.088	-0.129	0.305			
Between 2021 and 2022	4	0.088	-0.015	0.192			
Region of Research							
Central Anatolia	4	0.085	-0.177	0.347	3.094	5	0.686
Marmara	7	0.185	0.064	0.307			
Southeastern Anatolia	2	0.086	-0.193	0.364			
Mediterranean	2	-0.194	-1.037	0.650			
Black Sea	2	1.044	-0.728	2.816			
Other**	5	0.094	-0.001	0.189			
Sample Size							
Between 1-300	7	0.333	-0.182	0.848	0.865	2	0.649
Between 301-600	10	0.108	-0.083	0.298			
601 and above	5	0.078	-0.083	0.238			
Sample Group							
Employees of Edu.Organis.	14	0.309	0.118	0.500	9.322	1	0.002*
Other***	8	-0.099	-0.279	0.080			
Scales Used							
Cheng et al., 2004	3	0.026	-0.152	0.203	2.926	4	0.570
Pellegrini and Scandura, 2006	2	0.986	-0.900	2.873			
Dağlı and Ağalday, 2017	7	0.155	0.035	0.275			
Aycan, 2006	6	-0.010	-0.340	0.319			
Other****	4	0.158	-0.060	0.376			

* $p < 0.05$, **Studies with several regions or whose region is not reported *** Private sector, public employees, employees of enterprises and healthcare professionals; ****Studies with the scales of Saylık (2017), Aycan et al. (2013), Saylık and Aydın (2020) and studies whose scales were not reported, k= Number of studies; Q_b=Intergroup Q value.

As seen in Table 7, it was determined that the effect size of gender on the perception of paternalistic leadership did not display a statistically significant difference according to publication type (Q_b=1.592; df=2; $p > 0.05$), publication year (Q_b=1.817; df=2; $p > 0.05$), the region of research (Q_b=3.094; df=5; $p > 0.05$), sample size (Q_b=0.865; df=2; $p > 0.05$) and the scale used (Q_b=2.926; df=4; $p > 0.05$), but there was a significant difference only according to the sample group (Q_b=9.322; df=1; $p < 0.05$). In other words, it was ascertained that only the sample group is a determining variable on the effect size of gender on the perception of paternalistic leadership.

Table 8 displays the analysis results on the effect size of marital status on the perception of paternalistic leadership according to moderator variables.

Table 8. Analysis results on the effect size of marital status on the perception of paternalistic leadership according to moderator variables.

Moderator	k	Effect Size (Hedges's g)	Confidence Interval (95%)		Q _b	df	p
			Lower Threshold	Upper Threshold			
Publication Type							
Master's Thesis	4	-0.017	-0.124	0.090	4.875	2	0.087
Doctoral Thesis	4	-1.228	-2.420	-0.036			
Article	2	-0.229	-0.623	0.165			
Publication Year							
Between 2011 and 2018	4	-0.026	-0.156	0.103	1.898	2	0.387
Between 2019 and 2020	3	-1.632	-4.218	0.953			
Between 2021 and 2022	3	-0.136	-0.431	0.158			
Region of Research							
Central Anatolia	3	-1.612	-3.678	0.455	2.060	1	0.151
Other**	7	-0.096	-0.218	0.025			
Sample Size							
Between 1-300	2	0.034	-0.162	0.229	2.618	2	0.270
Between 301-600	3	-1.632	-4.218	0.953			
601 and above	5	-0.108	-0.273	0.056			
Sample Group							
Employees of Edu.Organis.	7	-0.779	-1.514	-0.044	5.058	1	0.025*
Other***	3	0.072	-0.027	0.171			
Scales Used							
Cheng et al., 2004	2	-2.387	-7.281	2.508	0.870	2	0.647
Dağlı and Ağalday, 2017	3	-0.086	-0.179	0.006			
Other****	5	-0.103	-0.291	0.085			

* $p < 0.05$, **Studies with several regions or whose region is not reported *** Private sector, public employees, employees of enterprises and healthcare professionals; ****Studies with the scales of Saylık (2017), Aycan et al. (2013), Saylık and Aydın (2020) and studies whose scales were not reported, k= Number of studies; Q_b=Intergroup Q value.

As in Table 8, the effect size of marital status on the perception of paternalistic leadership did not display a statistically significant difference according to the publication type (Q_b=4.875; df=2; $p > 0.05$), publication year (Q_b=1.898; df=2; $p > 0.05$), region of the research (Q_b=2.060; df=1; $p > 0.05$), sample size (Q_b=2.618; df=2; $p > 0.05$) and the scale used (Q_b=0.870; df=2; $p > 0.05$). Based on Table 8, it was determined that there was a significant difference regarding only the sample size (Q_b=5.058; df=1; $p < 0.05$). In other words, it was ascertained that only the sample group is a determining variable on the effect size of marital status on the perception of paternalistic leadership.

4. DISCUSSION and CONCLUSION

This research aims to determine the effect of gender and marital status variables on the perception of paternalistic leadership through the meta-analysis method. Moreover, it was also aimed in the research to figure out whether the effect sizes differ according to the publication type, publication year, region of the research, sample size, sample group and the scale used. Research results revealed that gender had a low effect size, and marital status had a medium effect size on the perception of paternalistic leadership. Besides, it was also found that the effect

sizes of both gender and marital status displayed a significant difference only in terms of the sample group.

One of the most important results of the research is that the effect size of gender on the perception of paternalistic leadership was at a low level. Concerning the effect size of gender, it was found that the paternalistic leadership perception of the male participants was higher than that of female participants. Accordingly, it might be asserted that gender is an effective but not a determining variable in the perception of paternalistic leadership. In other words, the gender variable might be regarded as a variable with a low effect on the perception of paternalistic leadership. Practices in the organisation or organisational behaviours might vary according to gender (Britton, 2000). Certain leadership behaviours, such as establishing good relations with the employees, helping and supporting them, were considered feminine by Oplatka (2004). Similarly, Saylık (2017) explains the higher paternalistic leadership perceptions of male participants compared to female participants because most managers are men, and paternalistic leadership behaviours show more male-oriented characteristics. Naturally, feminine characteristics of some leadership behaviours might result in the males' expecting leaders of an organisation to be more paternalistic (Cerit et al., 2011). Literature covers different conclusions concerning the perception of paternalistic leadership according to gender. Gender was claimed to cause a significant difference in the perception of paternalistic leadership in some studies (Cerit et al., 2011; Delice, 2020; Dursun, 2019; Kara et al., 2020; Karşu Cesur, 2015; Kılıç, 2019; Mert & Özgenel, 2020; Özgenel & Dursun, 2020; Saylık, 2017), while it was claimed not to cause a significant difference in some other studies (Ağalday, 2017; Arslan, 2016; Aydınoglu, 2020; Bilici, 2017; Burgazlıoğlu, 2022; Dağlı & Ağalday, 2018; Hatipoğlu et al., 2019; İncegöz & Uslu, 2022; Koç, 2019; Korkmaz, 2018; Nal, 2018; Özgenel & Canuyulası, 2021; Sarı, 2021). However, while it was revealed in only one research that the paternalistic leadership perception of female participants was higher than that of male participants (Kara et al., 2020), other studies asserted that the paternalistic leadership perception of male participants was higher than that of female participants in general (Cerit et al., 2011; Delice, 2020; Dursun, 2019; Karşu Cesur, 2015; Kılıç, 2019; Mert & Özgenel, 2020; Özgenel & Dursun, 2020; Saylık, 2017). In almost all of the research carried out with samples from Türkiye, gender does not have a significant effect on the perception of paternalistic leadership, and men have higher perceptions of paternalistic leadership than that of women, and these might be related to Türkiye's male-dominated social dynamics and cultural values with collectivist characteristics. Thus, Salminen Karlsson's (2015) and Jackson's (2016) statement that paternalistic leadership style is typical in countries with high levels of collectivist characteristics and Hofstede's (2006) and Yukl's (2008) assertion that the dominant leadership style in a country is not independent of the culture of the concerned society support the research results as a whole.

Another notable result revealed by the research is that the effect size of the marital status variable on the perception of paternalistic leadership is at the medium level. Moreover, the research also established that the married have higher levels of paternalistic leadership perception than the singles. Based on the research results, marital status is a determining variable in the perception of paternalistic leadership among the participants. Literature covers research pointing that marital status causes a significant difference in the perception of paternalistic leadership (Abacı, 2020; Taşdemir & Atalmış, 2021), as well as research advocating the absence of any substantial difference (Ağalday, 2017; Aydınoglu, 2020; Burgazlıoğlu, 2022; Dağlı & Ağalday, 2018; Delice, 2020; Korkmaz, 2018; Sarı, 2021; Saylık, 2017). Moreover, out of the research, two of them (Abacı, 2020; Taşdemir & Atalmış, 2021) pointing to significant differences established that the married participants had higher perceptions of paternalistic leadership than the singles, as also claimed in this research. Married participants have essential family responsibilities and have to care for their families more often, and these might have increased the awareness of the leaders of the organisation on paternalistic

leadership behaviours. Besides, married participants' struggle to earn a living and fear of job loss due to financial concerns might have led to more positive perceptions of paternalistic leadership among them in comparison to that of singles. Ağalday (2017), in a study examining the paternalistic leadership behaviours of primary school principals, explains why married participants find school principals more paternalistic because school principals empathise with married teachers and act more benevolently because they are generally married. Though the literature sets forth different reasons for the higher perceptions of paternalistic leadership among the married participants compared to the singles, it is remarkable that this meta-analysis study identified marital status as an effective variable on the perception of paternalistic leadership.

Moderator analyses under the research revealed that the effect of both gender and marital status on the perception of paternalistic leadership differs only according to the sample group. In other words, it might be asserted that the research's effect sizes vary according to whether participants are employees of educational organisations or not. Accordingly, it was observed that the effect sizes of the research with participants composed of the employees of educational organisations are significantly higher than that of research with participants other than those of educational organisations. Aycan (2006) claimed that paternalistic leadership ensures a family atmosphere in the working environment and enables the employees to establish close relations with each other. In organisational life, the relations of employees with each other in the business environment are regarded as one of the main determinants of attitudes and behaviours towards the leader and the organisation (Nahrgang et al., 2009). In terms of educational organisations, it was asserted that the constant interaction of school administrators with the teachers shapes teachers' ideas and attitudes about the school (Alev, 2020). Therefore, the effectiveness and quality of organisations such as schools might be ensured through positive relations and interactions to be established among the employees (Korkmaz, 2005). Accordingly, higher effect sizes among the employees of educational organisations than other sample groups might be explained by the intensity of paternalistic behaviours such as interaction, communication, support and helpfulness in educational organisations. In organisations with great and extensive human resources, individuals might need each other and interact more. Therefore, differences in the effect sizes of the research according to gender and marital status according to the sample group might be considered an expected result.

The results of this meta-analysis should be addressed by considering certain limitations. The most important limitation of this research is that it only covers the previous research carried out in Türkiye. Therefore, the research results might rather be generalised for Türkiye. Another limitation is that the analyses in the research were made over the overall scores of the scales instead of the dimensions of the scales. In other words, studies not reporting the overall scores of the paternalistic leadership scale were not included in this meta-analysis study. In the research, carrying out the moderator analyses only with categorical variables might be considered another limitation. Against these limitations, several suggestions might be made to the practitioners and researchers. It may be useful for organisation leaders to help and support their female employees more in their work, to display ethical behaviours that will embrace everyone and create a family atmosphere without discriminating between married or single employees in the organisation, and to demonstrate leadership behaviours that are far from oppressive authoritarian behaviours. Researchers might be suggested to examine the effects of variables other than gender and marital status on the perception of paternalistic leadership, to analyse the effect size of the paternalistic leadership scale according to dimensions, to include studies in the international literature, and to include continuous variables in moderator analyses.

Declaration of Conflicting Interests and Ethics

The author declares no conflict of interest. This research study complies with research publishing ethics. The scientific and legal responsibility for manuscripts published in IJATE belongs to the author.

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Sources marked with an asterisk () indicate studies included in the meta-analysis.*

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