

The Intermediary Role of Work Engagement in The Effect of Paternalist Leadership on Positive Voice Behavior

Paternalist Liderliğin Pozitif Ses Çıkarma Davranışı Üzerine Etkisinde İşe Bağlılığın Aracılık Rolü

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Abstract

The aim of this study is to reveal the effect of paternalistic leadership on positive voice and the mediating role of work engagement in this effect. The research data were collected by electronic questionnaire method and the questionnaire was applied to 402 healthcare workers who agreed to participate in the study. IBM SPSS 25 program and Process Macro v3.4 version developed by Hayes (2018) were used for the analysis of the data. Bootstrap regression analysis was conducted to test the mediating effect of work engagement on the effect of paternalist leadership on positive voice. As a result of the analysis, it was found that paternalist leadership and work engagement had a significant and positive indirect effect of 19.19% on positive vocal behavior ($b = 0.1919$, 95% CI [0.1344, 0.2565]). As a result of the research, it was found that as the paternalistic leadership behavior of health managers increased, the positive voice-making behavior of healthcare professionals increased, and this increase was mediated by work engagement.

Keywords: Paternalist Leadership, Positive Voice, Work Engagement.

Öz

Bu çalışmanın amacı paternalist liderliğin pozitif ses çıkarma üzerindeki etkisi ve bu etkide işe bağlılığın aracı rolünü ortaya koymaktır. Araştırma verileri elektronik anket yöntemi ile toplanmıştır ve araştırmaya katılmayı kabul eden 402 sağlık çalışanına anket uygulanmıştır. Verilerin analizinde IBM SPSS 25 programı ve Hayes (2018) tarafından geliştirilen Process Makro v3.4 sürümü kullanılmıştır. Paternalist liderliğin, pozitif ses çıkarma üzerine etkisinde, işe bağlılık ile dolaylı etkisini test etmek için yapılan Bootstrap regresyon analizi sonucunda; paternalist liderlik ile işe bağlılığın, pozitif ses çıkarma davranışı üzerinde anlamlı düzeyde ve olumlu yönde %19,19 oranında dolaylı etkisinin olduğu saptanmıştır ($b = 0,1919$, %95 CI [0,1344, 0,2565]). Araştırma sonucunda, sağlık yöneticilerinin paternalist liderlik davranışı arttıkça sağlık çalışanlarının pozitif ses çıkarma davranışının arttığı ve bu artışa işe bağlılığın aracılık ettiği tespit edilmiştir.

Anahtar Kelimeler: Paternalist Liderlik, Pozitif Ses Çıkarma, İşe Bağlılık.

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Introduction

There are many factors that affect the attitudes and behaviors of employees in the organization, positively or negatively. One of these factors is the leadership behavior of managers. Leaders who directly participate in employees' work life have an important role in employees' attitudes towards work (Bamford et al., 2012: 4).

When the studies are examined, it is seen that the researchers define many types of leadership. One of these types of leadership is paternalistic leadership, which has a cultural characteristic. Paternalistic leadership behavior is common in cultures with high power distance (Schroeder, 2011: 4). Paternalism is a preferred leadership model in many countries. In many countries with collectivist and high power distance, for example; It is preferred as a leadership model in Turkey, India, China and Mexico (Salminen-Karlsson, 2015: 410). Some studies show that the level of paternalistic leadership is high in Turkey (Nal & Tarım, 2019: 127; Pellegrini and Scandura, 2006: 271; Türesin, 2012: 109; Yaman, 2011: 105). Studies on paternalistic leadership in Turkey have shown that paternalistic leadership has an effect on some organizational behaviors (ethical climate, job satisfaction, work engagement, organizational commitment, mobbing, job performance, work motivation, turnover intention, organizational justice perception, organizational cynicism) (Akdeniz, 2016: 77; Büyükyavuz, 2015: 148; Demirer, 2012: 17; Erben & Güneşer, 2008: 964; Ersoy et al., 2012: 256; Ertüreten, 2008: 58; Nal & Sevim, 2019: 50; Nal & Tarım, 2019: 1200; Nal & Tarım, 2017: 132; Öge et al., 2018: 32; Pellegrini & Scandura, 2006: 274; Saygılı et al., 2020: 6; Soylu, 2011: 226; Uğurluoğlu, 2018: 7).

Recent studies show that employees with a high level of work engagement increase their job performance, organizational citizenship behavior, and reduce work-family conflict, turnover, and burnout (Contreras et al., 2020:6; Erdoğan & Sökmen, 2019:253; Ivanovic, 2020:203, Lai, 2020:6; Öge et al., 2018:32). Therefore, it can be said that the high level of engagement of the employees to the work has positive results both in terms of organization and for the employee.

One of the organizational behaviors of the employees is the "voice" behavior. The behavior of making a voice can be "negative" in a harmful way to the organization or in a "positive" way that makes a positive contribution to the organization. Positive voice behavior includes expressing innovative ideas for change and developing necessary correction suggestions for standard processes even if others do not agree (Dyne & LePine, 1998:109). In this context, positive voice making behavior can be evaluated as positive organizational behavior.

Businesses need employees who exhibit positive organizational behavior in order to achieve above average returns and achieve their goals effectively and efficiently. For this reason, it is important for businesses that employees show work engagement and a positive voice behavior, which we can consider as positive organizational behavior.

Recent research shows that work engagement has a positive effect on voice behavior (Cheng: 2014: 808; Ilkhanizadeh & Karatepe, 2017: 15; Nisar et al., 2020: 5). Also, latest research has shown that paternalistic leadership has a positive effect on work engagement (Nal & Sevim, 2020: 99; Korkmaz et al., 2018: 962; Öge et al., 2018:32) and voice behavior (Nal, 2020: 349; Liu & Liu, 2017: 2013; Özyılmaz & Oral Ataç, 2019: 405).

Recent research results show that paternalistic leadership has a positive effect on positive voice. However, other variables may have an effect on this effect. In this study, "Does work engagement have a mediating effect on the effect of paternalist leadership on positive voice?" looking for an answer to the question. It has been observed that there is not enough research in the literature examining the mediating role of work engagement in the effect of paternalistic leadership on positive voice behavior. This study was conducted to make up for this deficiency in the literature and it is thought to be important in this respect.

In this study, firstly, the relationship between paternalistic leadership perception and work engagement and positive voice behavior was tested, and then the mediating effect of work engagement on the effect of paternalist leadership perception on positive voice behavior was analyzed. This research was conducted on healthcare professionals and research data were collected using a questionnaire method.

1. Theoretical Framework

1.1. Paternalistic Leadership

Paternalistic leadership is a concept that has attracted attention again in the last thirty years in the age of globalization. Attention should be paid to this format in subsections as here (Salminen-Karlsson, 2015: 410). Paternalist leadership defines it as an approach that guides the personal and professional lives of the subordinates in hierarchical relationships like the family members of the leader and, in return, expects the subordinates to be loyal to her/him (Gelfand, et al., 2007: 493). In paternalistic culture, parents and elderly family members play a role in protecting the welfare of their younger members, making their decisions, disciplining their activities, and acting on their behalf (Mustafa & Lines, 2012: 64). Paternalist leadership can be thought of as a leadership style where a manager directs or controls like a father for the sake

of his subordinates and is involved in his employees' professional and personal lives (Schroeder, 2011: 28). In an organization conducted with a paternalistic approach, employees expect the leader to be interested in health, education, personal happiness, and family life, while the leader expects its employees to be loyal and respectful. (Cerit, 2013: 841). We can define paternalist leadership as follows; Paternalist leader is a leader who has a virtuous and moral structure, attaches importance to hierarchy, creates a family atmosphere in the workplace, knows the employees closely, stands by their employees in their good and bad days, and expects respect and loyalty from their employees (Nal, 2020: 345).

1.2. Work Engagement

The first person to describe work engagement was William A. Kahn. According to Kahn, engagement to work is when an individual concentrates on his job physically, cognitively, and emotionally while he is doing his job (Kahn, 1990: 700). Work engagement describes a more persistent and common emotional state that does not focus on a particular object, event, person, or behavior rather than an immediate and specific situation (Schaufeli & ark., 2002: 74). On the other hand, Maslach and Leiter (1997: 417) defined work engagement as "a mental state that is characterized by vigor, dedication, and absorption, satisfying the person involved in the job positively. The vigor dimension refers to the high energy level while working, being mentally resistant, the willingness to make an effort, and not being tired easily. The dedication dimension means a strong engagement to work and includes the concepts of caring, enthusiasm, inspiration, praise, and struggle. The absorption dimension, on the other hand, refers to the full focus on the work done while working and to plunge into working happily (Schaufeli et al., 2002: 74).

Maslach et al. (2001: 416) consider work engagement the opposite of burnout and define burnout as the erosion of work engagement. Work engagement is the positive antithesis of burnout. Unlike individuals who experience burnout, employees with a high level of work engagement have an energetic and effective relationship with their work activities. They have the feeling that they can do what they need to do with their work in the best way (Schaufeli et al., 2008: 176).

Employees with high work engagement feel compelled to achieve challenging goals and use their personal energies with enthusiasm. In addition, individuals with high work engagement participate intensely in their work (Bakker & Leiter, 2010: 2).

1.3. Positive Voice

Albert Hirschman (1970) treated the voice behavior as a reaction that could correct the deterioration and bad course of the organization (Hirschman, 1970: 2-3). Gordon (1988: 286), evaluated it four dimensions of employee' voice behavior as active constructive, passive constructive, active destructive, passive destructive. Active constructive voice means leveling opposition and communicating supportive thoughts on issues related to union bargaining. Passive constructive voice means being a good listener, being quietly supportive, and being in harmony and cooperation. Active destructive voice, complaining of colleagues, trying to get in the eyes, hypocrisy, verbal aggression, bad word, and opposite denote the state of vocalization. Passive destructive vocalization includes being spoken, indifference, calculated silence (deliberately not making a sound), and withdrawing.

Dyne et al. (2003: 1361) discussed the behaviors of employees related to making or not voice in two categories as "employee silence and employee voice." It has evaluated the employee voice behavior of the employees in three dimensions as "acquiescent voice, defensive voice, prosocial voice". Acquiescent voice is defined as "expressing supportive opinions that the employee accepts the current situation." Defensive voice is defined as "expressing knowledge and opinions about work to protect oneself due to fear." Usually, these kinds of voices are in the form of suggesting ideas that focus on others. Prosocial voice means "expressing business-related ideas, information, and thoughts by adhering to the motivation of cooperation." The primary purpose of the behavior of prosocial voice for the organization's benefit is to benefit the organization Dyne et al. (2003: 1363).

Maynes and Podsakoff (2014), voice behavior has been handled in four dimensions supportive voice, constructive voice, defensive voice and destructive voice. Supportive voice is defined as the voice support of practices such as important business policies, programs, goals, procedures, or making a voice to defend these practices when unfair criticism is made about them. Constructive voice is defined as the voluntary expression of information or views focused on achieving an organizational change of activity. Defensive voice is defined as a voluntary expression of opposition to changing the organization's policies, procedures, programs, and practices, even when necessary or significant changes are suggested. Destructive voice is defined as the voluntary expression of hurtful, critical, or derogatory views on business policies, practices, procedures. Supporting and constructive voice is considered as positive voice behavior from these dimensions of voice.

Çankır (2016: 3) describes his positive voice behavior as "The policies, programs, goals, processes, etc. that employees consider valuable about work or to develop constructive and developing suggestions for the institution's development and to make the work done more effectively and efficiently, and to share this voluntarily with his colleagues and managers through various communication channels".

According to Maynes and Podsakoff (2014: 88), for a behavior to be considered as a voice behavior of employees, it must have the following characteristics: it must be clearly communicated, relevant to the organization, focused on influencing the work environment, heard by someone within the organization is required.

1.4. Research Hypotheses

In the studies on paternalistic leadership in Turkey, it has been determined that paternalist leadership has effects on job satisfaction, organizational commitment, mobbing, job performance, motivation, intention to quit, organizational justice perception, organizational cynicism (Akdeniz, 2016: 77; Büyükyavuz, 2015: 148; Demirer, 2012: 17; Erben & Güneşer, 2008: 964; Ersoy et al., 2012: 256; Ertüreten, 2008: 58; Nal & Sevim 2019: 50; Nal & Tarım, 2019: 1200; Nal & Tarım, 2017: 132; Öge et al., 2018: 32; Pellegrini & Scandura, 2006: 274; Saygılı et al., 2020: 6; Soylu, 2011: 226; Uğurluoğlu, 2018: 7).

In the results of studies conducted in different sectors to examine the relationship between paternalist leadership and work engagement in Turkey, it has been determined that paternalist leadership has a positive effect on work engagement (Nal & Sevim, 2020: 99; Korkmaz et al., 2018: 962; Öge et al., 2018:32). According to these results, it is assumed that paternalistic leadership has a positive effect on work engagement in this study on healthcare employees. In line with this assumption, the following hypothesis has been created:

H1: Paternalist leadership has a positive effect on work engagement.

Studies conducted in different sectors to examine the relationship between paternalistic leadership and employees voice behavior have shown that there is a positive relationship between paternalist leadership and employees' voice-making behavior (Nal, 2020: 349; Liu & Liu, 2017: 2013; Özyılmaz & Oral Ataç, 2019: 405). In line with all this information, the following hypothesis has been created:

H2: Paternalistic leadership has a significant positive effect on positive voice.

Studies show that there is a positive relationship between employees' work engagement and voice behavior (Cheng: 2014: 808; Ilkhanizadeh & Karatepe, 2017: 15; Nisar et al., 2020: 5). Considering the results of these studies, the following hypothesis has been established:

H3: Work engagement has a significant positive effect on positive voice.

In the literature, there is no study examining the mediating role of work engagement in the effect of paternalistic leadership on employees' voice behavior. However, research shows that paternalist leadership has a positive effect on voice behavior and work engagement, and that work engagement has a positive effect on voice behavior (Korkmaz et al., 2018: 962; Nisar et al., 2020: 5; Nal, 2020: 349). According to the results of these studies, the following hypothesis has been established:

H4: Work engagement has a mediating effect on the effect of paternalistic leadership on positive voice behavior.

1.5. Research Model

The model of the research is shown in Figure 1.

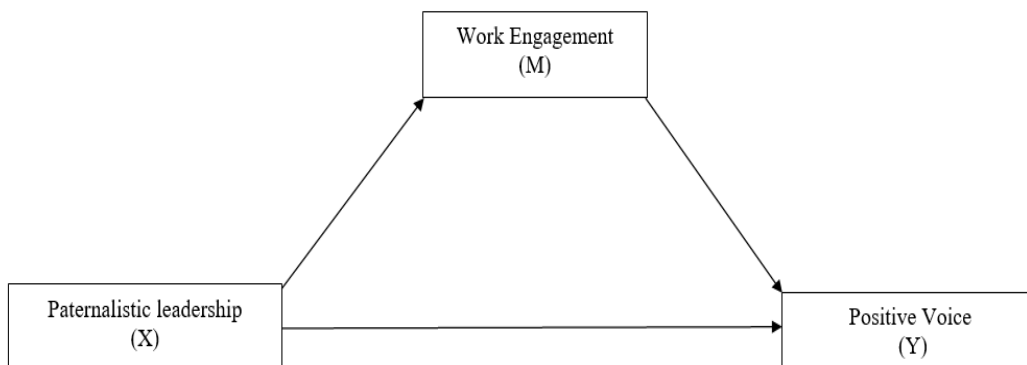


Figure 1. Research Model

2. Method

2.1. Sample Processing

This study was carried out with the participation of health professionals working in different health institutions in Turkey. The convenience sampling method was used as the sampling method. An electronically created form collected the research data. The questionnaire forms prepared within this scope were sent to 600 people e-questionnaire. A total of 402 questionnaires were obtained and evaluated. Research data were collected between 1-30 June 2020.

Of those who participated in the study, 60.7% (244) were female, 39.3% (158) were male, 60.9% (245) were married, 39.1% (157) were single, 56%, 7 (228) in the 35 and under age group, 43.3% (174) in the age group 36 and over, 11.4% (46) high school, 15.2% (61) associate degree 48.8% (196) undergraduate, 19.2% (77) master's degree, 5.5% (22) doctorate graduate, 50.7% (204) nurse, 49%, 3 (198) consisted of other healthcare professionals.

2.2. Measuring Tools

2.2.1. Paternalistic Leadership Scale

The Paternalistic Leadership Scale developed by Pellegrini and Scandura (2006) was used to measure the paternalistic leadership perception of the participants. The scale consists of a single dimension with 13 items. The scale is in a 5-point Likert type and the answer part is scored as "1 = I strongly disagree, 5 = I strongly agree". The higher the score, the higher the perception of paternalistic leadership. In the scale, there are expressions such as "my manager is interested in every aspect of his employees' lives (personal problems, family life, etc.)", "my manager creates a family atmosphere at work", my manager attends the special and important days of his employees (wedding, funeral, etc.). The Cronbach Alpha coefficient of the scale was determined as 0.86 by Pellegrini and Scandura (2006: 271). In this study, the Cronbach Alpha coefficient of the scale was determined as 0.90.

2.2.2. Work Engagement Scale

To measure the work engagement level of the participants, Utrecht Work Engagement Scale (UWES) developed by Schaufeli et al. (2002) and adapted into Turkish by Eryılmaz and Doğan (2012) was used. The scale consists of three dimensions as vigor, devotion and concentration, and there are 17 statements in the scale.

The scale is in a 5-point Likert type and the answer part is scored as "1 = Not at all suitable, 5 = Completely appropriate". The higher the score, the higher the level of engagement to the job. In the vigor dimension of the scale, there are statements such as "I feel strong and vigorous at my job", "My job gives me the enthusiasm to work" in the devotion dimension, and "I concentrate completely on my work while working" in the concentration dimension.

Eryılmaz and Doğan (2012: 53) determined the Cronbach Alpha coefficient as 0.91 in the Turkish adaptation of the scale. The Cronbach Alpha coefficients determined for the sub-dimensions of the scale were 0.85 for the vigor (desire to work) dimension, 0.84 for the devotion dimension, and 0.76 for the work concentration dimension. In this study, the Cronbach Alpha coefficient of the scale was determined as 0.94. Cronbach Alpha coefficients for the sub-dimensions of the scale were determined as 0.85 for vigor, 0.81 for engagement, and 0.86 for work concentration.

2.2.3. Positive Voice Scale

In order to determine the positive voice levels of the participants, the "Positive Voice Scale" developed by Maynes and Podsakoff (2014) and adapted into Turkish by Çankır (2016) was used. The scale consists of two dimensions as "supportive voice and constructive voice" and there are 10 expressions in the scale.

The scale is 5-point Likert type and the answer part is scored as "1 = Strongly disagree, 5 = Strongly agree". The higher the score, the higher the positive voice level. In the supportive voice dimension of the scale, there are expressions such as "I defend corporate programs even if other employees criticize them seriously", in the dimension of making a constructive voice, "I often develop suggestions for the development of work methods and methods".

Çankır (2016: 6) determined the Cronbach's Alpha coefficient in the Turkish adaptation of the scale as 0.78 for the supportive voice dimension and 0.85 for the constructive voice. In this study, the Cronbach Alpha coefficient of the scale was determined as 0.91. Cronbach's alpha coefficients for the sub-dimensions of the scale were determined as 0.83 for the supportive voice making dimension and 0.92 for constructive voice.

2.3. Statistical Analysis

The data were recorded in IBM SPSS 25.0 program and Correlation Analysis and Simple Linear Regression Analysis were applied to examine the relationship between quantitative variables. In the analysis of the mediation test, Process Macro application developed by Hayes (2018) and IBM SPSS program were used. In the analysis, the 5000 sample option was chosen with the Bootstrap technique and Model-4 was applied. It was determined according to the 95% confidence interval

(the interval where the CI values do not include the zero (0) value) in the mediation effect analysis performed with the Bootstrap technique in the analysis (Hayes, 2018: 100).

2.4. Research Ethics

Afyon Kocatepe University Social and Human Sciences Scientific Research and Publication Ethics Committee's ethics committee decision, dated 15.06.2020 and numbered E.17011, has been taken, stating that there is no ethical objection to the conduct of the research. Participants whose consent was obtained electronically were allowed to participate in the study and the questionnaire form was allowed to be filled out.

3. Results

3.1. Correlation Analysis Results

Pearson Correlation Analysis was conducted to reveal the relationship between paternalistic leadership, work engagement and positive voice. Participants' paternalistic leadership perception, work engagement and positive voice levels and Pearson Correlation Analysis findings are shown in Table 1.

Participants' paternalistic leadership perception mean score was 3.04 (SD = 0.87), work engagement average score was 3.52 (SD = 0.80), and positive voice average score was 3.58 (SD = 0.73). According to the results of the correlation analysis, it was found that there is a positive and moderately significant relationship between paternalistic leadership and work engagement ($r = 0.467$, $p < 0.01$). It was found that there is a positive and moderately significant relationship between paternalistic leadership and positive voice ($r = 0.493$, $p < 0.01$). It was determined that there was a positive and moderately significant relationship between work engagement and making a positive voice ($r = 0.552$, $p < 0.01$).

Table 1. Correlation Analysis Results (N = 402)

Variable	Mean	SD	1	2	3
1. Paternalistic leadership	3,04	0,87	1		
2. Work engagement	3,52	0,80	0,467**	1	
3. Positive voice	3,58	0,73	0,493**	0,552**	1

SD: Standard deviation, *: $p < 0.05$, **: $p < 0.01$

3.2. Regression Analysis Results

Simple Linear Regression Analysis was performed to test the effect of paternalistic leadership on work engagement and positive voice, and the analysis findings are given in Table 2. In the Simple Linear Regression Analysis application, paternalistic leadership was determined as the independent variable, and work engagement and positive voice were determined as the dependent variables.

As a result of the analysis, it was found that paternalistic leadership had a positive and significant effect on work engagement ($r = 0.467$, $t = 10.556$, $p < 0.01$). 21% of the change in work engagement behavior is explained by the paternalistic leadership ($R^2 = 0.216$). H1 hypothesis was supported for this result.

It was determined that paternalistic leadership has a positive and significant effect on positive voice ($r = 0.493$, $t = 11.345$, $p < 0.01$). Paternalistic leadership explains 24.2% of the change in positive voice behavior ($R^2 = 0.242$). The H2 hypothesis is supported by this result.

Table 2. Regression Analysis Results

Independent variable: Paternalistic leadership							
Dependent variables	B	Beta (β)	t	R ²	Adjusted R ²	F	p
Work engagement	0,431	0,467	10,556	0,218	0,216	111,428	0,000
Positive voice	0,415	0,493	11,345	0,243	0,242	128,716	0,000

The result of the regression analysis performed to test the effect of work engagement on positive voice is shown in Table 3. As a result of the analysis, it was determined that work engagement has a positive and significant effect on positive voice ($\beta = 0.552$, $t = 13,235$ $p < 0.01$). 30.3% of the change in positive voice behavior is explained by work engagement ($R^2 = 0.303$). H3 hypothesis is supported by this result.

Table 3. Regression Analysis Result for the Effect of Work Engagement on Positive Voice

Independent variable: Work engagement							
Dependent variable	B	Beta (β)	t	R ²	Adjusted R ²	F	p
Positive voice	0,503	0,552	13,235	0,305	0,303	175,156	0,000

3.3. The Mediating Effect of Work Engagement

As a result of the correlation and simple linear regression analysis; Paternalistic leadership has been found to have a positive and significant effect on work engagement and positive voice. "Does work engagement have a mediating role in the effect of paternalistic leadership on positive voice behavior?" It was decided to perform Bootstrap regression analysis with Process module to find an answer to the question. Bootstrap regression analysis was performed with Process module to test the indirect effect of paternalistic leadership on positive voices, and work engagement, and the analysis findings are shown in Table 4.

Table 4. Findings of Bootstrap Regression Analysis with Process Module

	Effect (b)	Standard error	t	p	LLCI	ULCI
The total effect of paternalistic leadership (X) on positive voice (Y)	0,4150	0,0366	11,3453	0,000	0,3431	0,4869
Direct effect of paternalistic leadership (X) on positive voice (Y)	0,2536	0,0376	6,7408	0,000	0,1796	0,3276
	Etki (b)	Bootstrap Standart hata	BootLLCI	BootULCI		
Indirect effect of paternalistic leadership (X) and work engagement (M) on positive voice (Y)	0.1919	0.0314	0.1344	0.2565		

LLCI (Lower Limit Confidence Interval) = Minimum Confidence Interval Value, ULCI (Upper Limit Confidence Interval) = Maximum Confidence Interval Value.

As a result of the analysis, it was found that paternalistic leadership significantly and positively affected the of positive voices (95% CI [0.3431, 0.4869], $t = 11.3453$, $p < 0.001$). The total effect of paternalistic leadership on positive voice behavior was found to be 41.16% ($b = 0.4150$).

It was determined that the direct effect of paternalistic leadership on positive voice was 25.36% and this effect was significant and positive ($b = 0.2536$, 95% CI [0.1796, 0.3276], $t = 6.7408$, $p < 0.001$).

As a result of the Bootstrap regression analysis conducted to test the indirect effect of paternalistic leadership on positive voice; Paternalist leadership and work engagement were found to have a significant and positive indirect effect of 19.19%

on positive voice behavior ($b = 0.1919$, 95% CI [0.1344, 0.2565]). This result shows that work engagement has a mediating role in the effect of paternalistic leadership on positive voice behavior. According to this result, hypothesis H4 was supported.

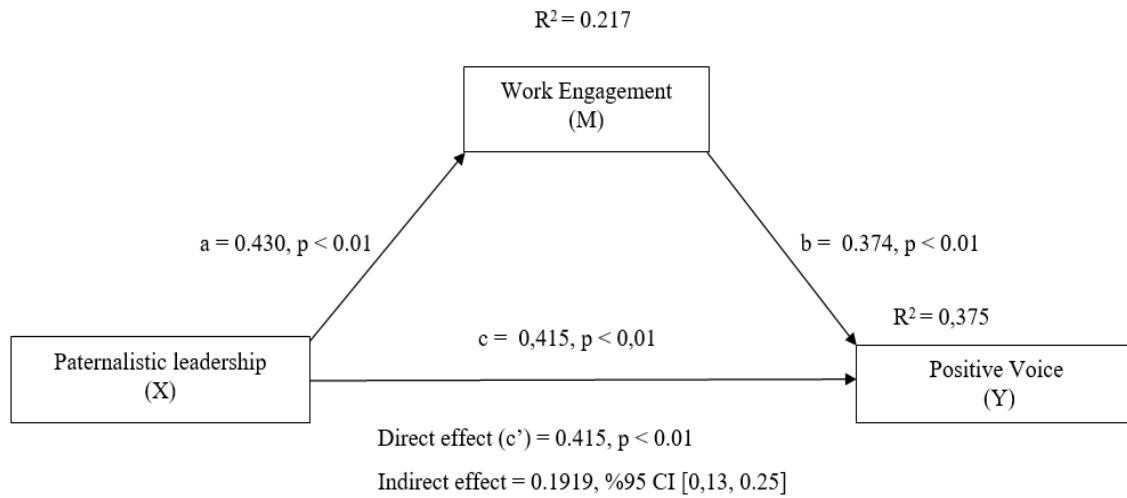


Figure 2. Bootstrapp Regression Analysis Modeling Findings with Process Module

Discussion and Conclusions

This study was conducted to investigate the mediating role of work engagement in the effect of paternalist leadership on making a positive voice.

As a result of the research, it was determined that paternalistic leadership has a positive and significant effect (H1) on work engagement. Similar results were obtained in studies conducted in different sectors to determine the effect of paternalist leadership on work engagement (Nal, 2020: 349; Liu & Liu, 2017: 2013; Özyılmaz & Oral Ataç, 2019: 405). The results of this research show that managers can increase their work engagement levels by showing paternalistic leadership behavior.

In this study, it was determined that paternalistic leadership has a positive and significant effect (H2) on positive voice. In studies conducted to investigate the effect of paternalistic leadership and employees' voice behavior (Cheng: 2014: 808; Ilkhanizadeh & Karatepe, 2017: 15; Nisar et al., 2020: 5), a positive relationship was found between paternalistic leadership and voice behavior. The reason why the employees share their thoughts that will contribute to the development of business-related ratioisation with their colleagues and managers by using various communication channels may be the paternalist leader creating a family atmosphere in the workplace. The results of these studies show that managers can increase employees' positive voice behaviors by demonstrating paternalistic leadership behavior.

It has been determined that work engagement has a positive and significant effect (H3) on positive voice. There is no study in the literature that examines the relationship between the level of work engagement and positive voice behavior of employees. However, in studies examining the relationship between work engagement and voice behaviors of employees (Korkmaz et al., 2018: 962; Nisar et al., 2020: 5; Nal, 2020: 349), it was found that there is a positive relationship between work engagement and voice behavior. These results show that employees with high engagement may also have a high positive voice behavior. The reason for this situation may be that the individual with high work engagement wants to show his ideas that he thinks will make a positive contribution to his job.

In this study, it was determined that work engagement has a mediator role in the effect of paternalistic leadership on positive voice behavior (H4). There are not enough studies on this subject in the literature. This study attempts to explain the effect of paternalistic leadership on positive voice with work engagement behavior. This study showed that high level of work engagement will increase the effect of paternalistic leadership on positive voice behavior.

At the end of this study, some important results have been reached. First of all, it has been determined that as paternalistic leadership behavior increases, the level of work engagement of healthcare workers increases. According to this result, health managers can increase their work engagement by showing paternalistic leadership behavior.

The second result is that as the paternalistic leadership behavior of health managers increases, the positive voice behavior of healthcare workers will also increase. By demonstrating paternalistic leadership behavior, healthcare managers can increase the positive voice behavior of healthcare professionals.

In this study, the relationships between paternalistic leadership, work engagement and positive voice behavior were examined and contributed to the literature by analyzing the mediating role of work engagement in the effect of paternalistic leadership on positive voice behavior. The results of this study showed that managers can increase their work engagement and positive voice behaviors by demonstrating paternalistic leadership behavior. In addition, this study revealed that work engagement has a mediator role in the effect of paternalist leadership on positive voice behavior. Health managers who want to increase the effect of paternalistic leadership behavior on the positive speaking behavior of healthcare professionals should make an effort to increase the level of work engagement of healthcare professionals to work.

Whether the content of employees' vocal behavior is related to raising a problem or to expressing things that are good within the organization, vocal behavior is beneficial for the organization in both cases. Because they can learn what organizational management employees think about themselves or what problems there are in the organization, and in this way, they can find solutions to problems. In order to achieve this, communication channels between employees and managers should be kept open and an environment should be created to express the opinions and suggestions of employees within the organization. According to the results of this study; managers will be able to contribute to the formation of this environment by showing paternalistic leadership behavior.

It has been seen that there are not enough studies on this subject in the literature. Therefore, it would be appropriate to re-examine this study subject in different sectors or on different sample groups.

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