



THE IMPACT OF THE PATERNALIST LEADERSHIP ON ORGANIZATIONAL CYNICISM: A RESEARCH IN THE HEALTH SECTOR

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ABSTRACT

This research was conducted with the aim of examining the relationship between "Paternalist Leadership" behaviors of health managers and organizational cynicism behaviors of employees. There are not many studies examining the relationship between paternalistic behavior and organizational cynicism in health sector. This research was carried out with the aim of eliminating this lack.

Questionnaire method was used in the research and the survey was conducted on 104 people working in a public hospital in Turkey. Regression analysis and correlation analysis were used for data analysis.

As a result of the research, it was determined that the level of paternalist leadership perception was higher and the level of organizational cynicism was lower. It was also found that the paternalist leadership had a negative effect on organizational cynicism. According to these results, as the paternalist leadership behavior of health managers increases, it is expected that the level of employees' organizational cynicism decrease.

In this study, it was determined that organizational cynicism behavior of employees could be affected by paternalist leadership behavior. Paternalist leadership can be said to be an appropriate leadership style for reducing healthcare workers' organizational cynicism.

Keywords: Paternalist leadership, Organizational cynicism, Paternalism.

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1. INTRODUCTION

Although technology has progressed today, most of the work in the healthcare industry is done by people. Human resources are important in this sector due to the fact that human labor is very intense and the level of specialization is high. Job satisfaction must be ensured and motivated for health employees to work effectively and efficiently. Sometimes, however, organizational distortions cause employees to lose motivation and job satisfaction, and employees may exhibit some negative attitudes towards work, such as not coming to work, neglecting work, abandoning work, or leaving work. One of these negative behaviors is cynical behavior. Such behaviors in health organizations can cause the quality of service to decrease, or even to result in unwanted bad events. The most important persons who can prevent such negative behaviors within the organization are the managers.

Many types of researches (Nal & Tarım, 2017; Aslan, 2015; Baltacı et al., 2014; Cerit 2012; Pellegrini & Scandura, 2006; Chou, 2012) have shown that leadership behaviors that managers show are influential on behaviors such as job satisfaction, organizational justice perception, and job separation. In this study, the effect of perceived paternalist leadership on organizational cynicism will be examined.

A survey conducted in Turkey among the ten countries in terms of paternalism and collectivism, it is determined to be in second place (Aycan et al., 2000). In addition, some studies (Nal & Tarım, 2017; Pellegrini & Scandura, 2006; Yaman, 2011; TÜRESİN, 2012) shows that paternalistic leadership high levels of in Turkey.

Paternalist leadership has a positive impact on the behavior of employees in collectivist cultures (Gelfand, et al., 2007). Researches on paternalistic leadership in Turkey (Göncü, 2006; Erben & Güneşer, 2008; Ertüreten, 2008; Yaman, 2011; Uysal et al., 2012; Büyükyavuz, 2015; Akdeniz, 2016; Nal & Tarım, 2017; Nal, 2018), paternalist leadership has a positive effect on employees' positive organizational behavior (organizational citizenship, organizational justice, motivation, job performance, etc.). It has been seen that paternalist leadership has a negative effect on mobbing and turnover intention in Turkey (Soylu, 2011; Yaman, 2011).

In this study, it was aimed to examine the relationship between "Paternalist Leadership" behaviors of health managers and organizational cynicism behaviors of employees.

1.1. Organizational Cynicism

Cynicism originated as a school of idea and a lifestyle in ancient Greece. Cynicism is thought to have come from Cynosarges, a town near Athens where the Greek word dog (kyon) or cynics schools are located. Organizational cynicism is defined as a negative attitude towards the employee's organization. Employees think that there are some shortcomings in the organization and they tend to be humiliating and critical towards the organization. This situation has negative effects on the organization. (Dean et al., 1998). Some of the characteristics of the cynics can be listed as being constant complaints, underestimation of the organization and its colleagues, constant pessimistic expressions, and the feeling of cheating by the organization (Abraham, 2000). Organizational cynicism is expressed as the negative attitudes the employee has developed towards the knitting. These attitudes have three dimensions as cognitive dimension, affective dimension and behavioral dimension (Dean et al., 1998).

Cognitive Dimension: The first dimension of organizational cynicism is the Cognitive that the institution lacks honesty. Therefore, organizational spirituality believes that the practices of their organizations are devoid of principles such as justice, honesty and sincerity and that they betray them. That is why they think they are being deceived more than honesty and they do

not accept the decisions taken in the organization even if they are official reasons (Dean et al., 1998).

Affect Dimension: The affective dimension, which is the second dimension of organizational cynicism, includes the emotional reactions that occur as a result of negative situations occurring within the organization. On the emotional dimension, cynics are observed not only as negative beliefs about the institution but also as cynical senses. When they think of their organization, they may feel distress, disgust and shame (Dean et al., 1998). The affective dimension includes strong emotional reactions such as disrespect, anger, distress, and shame (Abraham, 2000).

Behavior Dimension: On the third dimension of organizational cynicism, the employees can exhibit negative information about the organization, complaints, criticism, mocking and humiliation in relation to the organization. Moreover, organizational cynics may tend to make pessimistic predictions about future movements in the organization. For example, they may predict that when a quality study starts, this study will be abandoned due to its costs (Dean et al., 1998).

When the literature is examined, it can be said that the negative effects of organizational cynicism on the organization are as follows; decrease in organizational performance, decrease in organizational commitment, decrease in job dependence, decrease in labor force turnover, increase of job cuts, sabotage, theft, fraud, organizational shrinkage, increase in job separation rates, disobedience, mysterious doubt, increase in absenteeism, increase in emotional exhaustion, adherence to unethical behavior desired by managers, increase in negative attitudes, decrease in motivation, increase in organizational degradation, decrease in self-confidence in employees with disconnection of organizations, reluctance in the effort shown for organizational change, lack of communication and respect shown by their representatives, reduced confidence in leadership, lack of communication and respect shown by the manager (Kalagan, 2009). Organizational cynicism occurs as a result of the failure of the employees to meet their expectations and this creates various psychological consequences. This condition leads to neural and emotional disorders; depression, insomnia, emotional, depression, and disappointment are reported to cause discomfort (Kanter and Mirvis, 1989).

1.2. Paternalist Leadership

Paternalistic leadership, which is a leadership style that is collectivist and high-power distance with many countries (Turkey, India, China, and Mexico) is preferred as a model of leadership (Salminen-Karlsson, 2015). Paternalist leadership, which has a cultural trait, is more common in the Pacific Asia, Middle East and Latin American societies (Aycan, 2006).

In paternalist leadership behavior, the leader has to approach his subordinates like a father and treat them like a father (Pellegrini & Scandura, 2006). Paternalist leadership defines leadership in hierarchical relationships to be an approach that leads to the personal and professional lives of subordinates like a family member of the leader, while waiting for the subordinates to show loyalty towards themselves (Gelfand et al., 2007). Paternalist leadership can be defined as a type of leadership that is involved in professional and private life, protecting and supervising like a father for the well-being of its employees (Schroeder, 2011). The leader makes every possible help (including family problems) that they need help to focus on their work, worries them, and expects loyalty from the employees (Anwar, 2013). The researchers interpret the paternalist leadership differently both positively and negatively in the cultural context. For example, while western researchers consider the paternalist leadership to be negative, researchers in the community, where paternalist leadership is widespread, consider the paternalist leadership positively (Salminen-Karlsson, 2015). While the paternalist leader's interest in family life can be perceived by employees as a violation of privacy in individualist cultures, it can be regarded as a desired and expected

event in collectivist cultures (Aycan, 2006). 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 high-power eastern culture (Jakson, 2016).

1.3. Hypotheses

A study conducted in Turkey among the ten countries in terms of paternalism and collectivism, it is determined to be in second place (Aycan et al., 2000). In different researches, conducted in Turkey (Pellegrini & Scandura, 2006; Aycan, 2006; Yaman, 2011; Türesin, 2012; Nal & Tarım, 2017) was found to be a high level of paternalist leadership.

In addition, many researches conducted on health care workers in Turkey shows that the positive effects of paternalistic leadership on employees behavior (Erben & Güneşer, 2008, Yaman, 2011; Demirer, 2012; Büyükyavuz, 2015; Akdeniz, 2016; Nal & Tarım, 2017; Uğurluoğlu et al., 2018). Additionally, paternalist leadership has been seen a negative effect on mobbing and turnover intention in Turkey (Soylu, 2011; Yaman, 2011). Similarly, in this study, paternalist leadership is expected to have a negative effect on cynicism.

For this research, the following hypotheses were establish.

H1: There is a relationship between paternalist leadership and organizational cynicism.

H1.1: There is a relationship between paternalist leadership and cognitive cynicism.

H1.2: There is a relationship between paternalist leadership and affective cynicism.

H1.3: There is a relationship between paternalist leadership and behavioral cynicism.

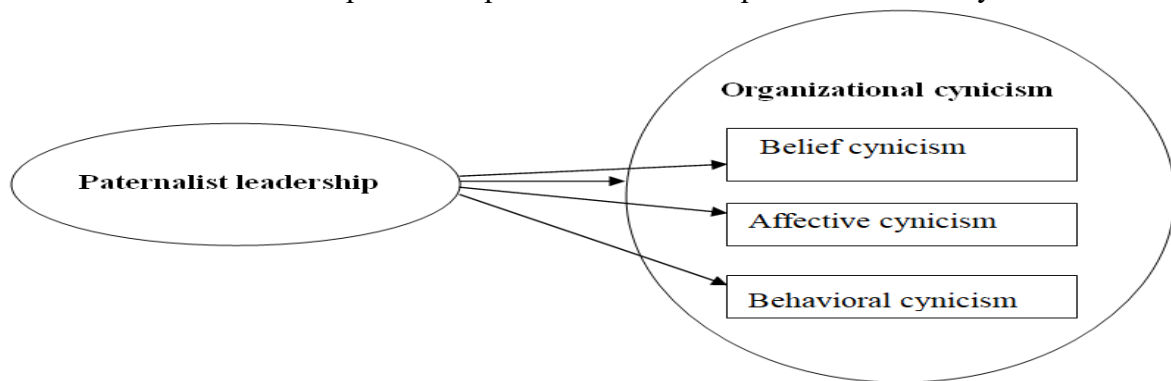


Figure1. Research model

The model of the study is shown in Figure 1.

2. MATERIALS AND METHODS

2.1. Sample and procedure

The aim of this study on health employees, to determine the impact of paternalistic leadership on organizational cynicism. This is a cross-sectional study in the correlational screening model. Written permission was obtained from the hospital management for the survey application. The universe of the study consisted of 135 health professionals working in a public hospital operating in Turkey. Random sampling was done as sampling choice. Verbal consent was obtained from 104 healthcare workers who participated in the study and a questionnaire was applied to them by face-to-face interview method. The survey was conducted between March and April 2018.

2.2. Measures

Questionary technique was used as data collection method. In the first part of the questionnaire, "personal information form" was used to determine the sociodemographic characteristics of the participants, "organizational cynicism scale" in order to measure organizational cynicism levels of participants in the second part and "paternalist leadership scale" to measure paternalist leadership perceptions of participants in the third part.

In order to measure the level of organizational cynicism, 14 items "Organizational Cynicism Scale" developed by Brandes (1997) and adapted to Turkish by Erdost et al. (2007) were used. In the study conducted by Erdost et al. Cronbach Alpha value of the scale was found as 0.913. The scale consists of 5 Likert types and three dimensions (Cognitive, affect and behavior). (Erdost, Karacaoğlu & Reyhanoğlu, 2007). In this study, Cronbach's Alpha value of paternalist leadership scale was found to be 0.93.

The Paternalist Leadership Scale developed by Aycan (2006) was used to measure the perceptual leadership perception. The scale consists of 21 expressions and five dimensions (family atmosphere at work, individualized relationships, involvement in employees' non-work lives, loyalty expectation, status hierarchy and authority) (Aycan, 2006). In the study conducted by Aycan Cronbach Alpha value of the scale was found as 0.85. In this study, Cronbach's Alpha value of organizational cynicism scale was found to be 0.92.

2.3. Statistics

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

3. RESULTS

3.1. Demographic Profile of Respondents

The data on demographic and occupational characteristics of health workers are shown in Table 1. Of the health employees participating in the study, 54.8 % (n=57) were female and 45.2% (n=47) were male. The age of included in this study was 47.1% (n=49) of the participants were between the ages of 36-50, 33.7% (n=35) were in the age range of 26-35, 17.3% (n=18) of the participants were between 16 and 25 and 1.9% (n=2) are in the age group of 51 years and over. Participants were 34.7% (n=36) high school, 29.8% (n=31) undergraduate, 26.9% (n=28) pre-license, 4.8% (n=5) postgraduate, and 3.8% (n=4) are doctoral graduates. Participants, 72.1% (n=75) were married, 27.9% (n=29) is single. Of the participants, 35.6% (n=37) were nurses, 17.3% (n=18) office holder, 17.3% (n=18) medical secretaries, 9.6% (n=10) health technician, 9.6% (n=10) other health personnel, 8.7% (n=9) physicians and 3.8% (n=4) emergency medical technicians.

Table 1. Participants demographic characteristics

Demographic characteristics		n	%
Gender	Female	57	54.8
	Male	47	45.2
	Total	104	100
Age	16-25	18	17.3
	26-35	35	33.7
	36-50	49	47.1
	51 years and over	2	1.9
	Total	104	100
Education status	High school	36	34.7
	Pre-license	28	26.9
	Undergraduate	31	29.8
	Postgraduate	5	4.8
	Doctorate	4	3.8
	Total	104	100
Marital status	Single	29	27.9
	Married	75	72.1
	Total	104	100
Profession	Nurse	37	35.6
	Office holder	18	17.3
	Medical secretaries	16	15.4
	Health technician	10	9.6
	Other health personnel	10	9.6
	Physician	9	8.7
	Emergency medical technicians	4	3.8
	Total	104	100
The duration of the study in this hospital	0-1 years	23	22.1
	2-4 years	25	24.0
	5-10 years	27	26.0
	11 years and over	29	27.9
	Total	104	100
Total working time	0-1 years	10	9.6
	2-4 years	13	12.5
	5-10 years	34	32.7
	11 years and over	47	45.2
	Total	104	100

3.2. Findings related to research hypotheses

The average score of the scales was as found the paternalist leadership perception score average 3.40 ± 0.75 , the organizational cynicism score average 2.04 ± 0.86 , the cognitive cynicism score average 2.11 ± 1.05 , the affective cynicism score average 1.83 ± 0.95 , behavioral cynicism score average 2.35 ± 0.91 .

Pearson Correlation analysis was applied to reveal the relationship between the variables in the hypotheses. The correlation analysis findings for revealing the relationship between paternalist leadership and organizational cynicism are shown in Table 2. According to the analysis of the correlation between the paternalist leadership and organizational cynicism; there was a negative and statistically weak relationship between the paternalist leadership and organizational cynicism ($r = -0.330$; $p < 0.01$). There was a negative and statistically moderate

relationship between the paternalist leadership and cognitive cynicism ($r=-0.439$; $p<0.01$). There was a negative and statistically weak relationship between the paternalist leadership and affective cynicism ($r=-0.228$; $p<0.05$). There was not statistically relationship between the paternalist leadership and behavioral cynicism ($p>0.05$).

Table 2. Descriptive statics and correlation analysis findings (N=104)

Variables	Mean	S.S.	1	2	3	4	5
1. Paternalist leadership	3.40	0.75	1	-.330**	-.439**	-.228*	-.135
2. Organizational cynicism	2.04	0.86		1	.915**	.921**	.735**
3. Cognitive cynicism	2.11	1.05			1	.742**	.568**
4. Affective cynicism	1.83	0.95				1	.551**
5. Behavioral cynicism	2.35	0.91					1

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

Table 3 shows the results of simple linear regression analysis of the paternalist leadership on organizational cynicism. While simple linear regression analysis was used, paternalist leadership was defined as an independent variable, whereas organizational cynicism and other dimensions were defined as dependent variables.

As a result of this research, it was found that paternalist leadership had a negative effect on organizational cynicism ($\beta=-0.378$, $t=-3.527$, $p<0.05$). According to this result, H1 hypothesis is accepted.

Paternalist leadership was found to be a negative effect on cognitive cynicism, and this effect was statistically significant ($\beta=-0.439$, $t=-4.941$, $p<0.05$). According to this result H1.1 hypothesis was accept.

It was found that paternalist leadership had a negative effect on affective cynicism, and this effect was statistically significant ($\beta=-0.228$, $t=-2.366$, $p<0.05$). According to this result, H1.2 hypothesis was accepted.

Paternalist leadership was not found to be statistically significant on behavioral cynicism ($p>0.05$). According to this result, H1.3 hypothesis was reject.

Table 3. Simple linear regression analysis

Independent variable: Paternalist leadership							
Dependent variables	B	Beta (β)	t	R ²	Adjusted R ²	F	p
Organizational cynicism	-0.378	-0.330	-3,527	.109	.100	12.441	.000
Cognitive cynicism	-0.615	-0.439	-4.941	.193	.185	24.412	.000
Affective cynicism	-0.289	-0.228	-2.366	.052	.043	5.597	.020
Behavioral cynicism	-0.164	-0.135	-1.378	.018	.009	1.899	.171

4. DISCUSSION

This research was conducted with the aim of examining the effect of paternalist leadership behaviors on cynicism behaviors of health employees.

In this study, the paternalistic leadership perceptions of health professionals were found as high (3.43 ± 0.79). In the other studies conducted in Turkey (Pellegrini and Scandura, 2006; Aycan, 2006; Yaman 2011; TÜRESİN, 2012; Nal & Tarım, 2017) It was found that paternalistic leadership perception had high levels (Pellegrini & Scandura, 2006; Aycan, 2006; Yaman, 2011; TÜRESİN, 2012; Nal, & Tarım, 2017).

As a result of the research, it was determined that paternalist leadership behavior had a negative effect on organizational cynicism, cognitive cynicism and affective cynicism. According to these findings, H1 hypothesis, H1.1 hypothesis, and H1.2 hypothesis were accepted. According to this result, as the paternalist leadership behavior of health managers increases, it can be said that the level of organizational cynicism of employees decreases. According to these results, it is probable that cynicism behaviors of employees decrease as health managers increase paternalistic leadership behavior. Furthermore, it can be said that paternalist leadership is a suitable leadership style for reducing healthcare workers' organizational cynicism level.

Some studies on teachers found a negative relationship between paternalistic leadership and organizational cynicism (Metek and Serin, 2015; Aslan, 2016).

Durmaz (2019) found a negative relationship organizational cynicism with benevolent leadership and moral leadership in their study on teachers. However he found a positive relationship between authoritarian leadership and organizational cynicism.

Few studies have examined the relationship between paternalistic leadership and organizational cynicism. The results of this research support the results of the studies conducted in different sectors.

4.1. Limitations and Future Research

In addition, this research was conducted on 104 health workers. The results of this study are limited only to the hospital works. Future research can be done on a larger sample.

Because paternalism has a cultural trait, paternalist leadership behaviors can produce different results in different cultures. Therefore, this research may be repeated in different cultures. In addition, the effects of paternalist leadership on different organizational behaviors can be investigated in future research.

5. CONCLUSIONS

Research shows that a high level of paternalistic leadership in Turkey. Therefore, it is important to investigate the impact of paternalistic leadership on employee behavior in Turkey. He has not seen any other research conducted in the health sector in Turkey that examines the relationship between organizational cynicism and paternalistic leadership. In this article, it is emphasized that the organizational cynicism behaviors of health workers will decrease as the paternalist leadership behavior of the managers increases. In addition, this study showed that paternalist leadership has a negative effect on all dimensions of organizational cynicism. As a result, it can be said that paternalist leadership is an effective leadership model in health sector in Turkey.

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The Impact of The Paternalist Leadership on Organizational Cynicism: A Research in the Health Sector

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