

### The Mediating Role of Intrinsic Motivation in the Relationship Between Paternalistic Leadership and Organizational Citizenship Behavior

Paternalist Liderlik ve Örgütsel Vatandaşlık Davranışı Arasındaki İlişkide İçsel Motivasyonun Aracı Rolü

#### Abstract

This study aims to investigate the effect of paternalistic leadership on organizational citizenship behavior through intrinsic motivation. Hypotheses were developed within the scope of leader-member exchange theory to determine these relationships. The research was conducted with 292 people working in both public and private sectors in Erzincan province by using the survey method. The data obtained in the research were analyzed with SPSS 21 program. It was found that all hypotheses put forward in the research were supported. Paternalistic leadership has a significant and positive relationship with intrinsic motivation. Paternalistic leadership variable was found to have a positive relationship with intrinsic motivation variable. Paternalistic leadership variable was found to have a positive relationship with organizational citizenship variable. Organizational citizenship behavior and intrinsic motivation variables were also found to have a significant and positive relationship. In addition, the mediating effect of intrinsic motivation was determined as a result of the analyzes.

#### Özet

Bu çalışma ile paternalist liderliğin içsel motivasyon aracılığıyla örgütsel vatandaşlık davranışı üzerindeki etkisinin araştırılması amaçlanmıştır. Ele alınan bu ilişkilerin tespiti için lider üye etkileşimi teorisi kapsamında hipotezler geliştirilmiştir. Araştırma Erzincan ilinde hem kamu sektöründe hem de özel sektörde çalışan 292 kişi ile anket yöntemiyle yapılarak gerçekleştirilmiştir. Araştırmada elde edilen veriler SPSS 21 programı ile analize tabi tutulmuştur. Araştırmada ileri sürülen tüm hipotezlerin desteklendiği görülmüştür. Paternalist liderlik değişkeninin içsel motivasyon değişkeni ile pozitif ilişkisi olduğu bulunmuştur. Paternalist liderlik değişkeninin örgütsel vatandaşlık değişkeni ile pozitif ilişkisi olduğu bulunmuştur. Örgütsel vatandaşlık davranışı ile içsel motivasyon değişkenlerinin de anlamlı ve pozitif bir ilişki içerisinde olduğu görülmüştür. Ayrıca yapılan analizler sonucunda içsel motivasyonun aracı etkisi tespit edilmiştir.

#### Introduction

Leadership is the management of a group or a person for a purpose. A leader is a person who encourages others to behave and inspires them to do a job (Koçel, 2020). This study aims to determine paternalistic leadership, which is reported to be more suitable for Turkish society, and how this leadership affects the organizational citizenship behavior of employees by means of intrinsic motivation. It is stated that more research is needed to create a solid methodological framework on paternalistic leadership. Therefore, this study investigates paternalistic leadership to guide future studies (Pellegrini and Scandura, 2008).

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#### Keywords

Paternalistic Leadership, Intrinsic Motivation, Organizational Citizenship Behavior, Leader-Member Exchange Theory.

#### Information/Bilgilendirme

This study is derived from the author's master's thesis entitled "Organizational Outcomes of Paternalistic Leadership and Transformational Leadership", prepared under the supervision of Prof. Dr. Mehmet Ferhat ÖZBEK. The thesis advisor has abstained from participating in this study.

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Paternalistic leadership is more common in Central Eastern and Asian countries with collectivist characteristics. In these societies, people are loyal to their superiors. In these societies where power distance is high, paternalistic leaders have a great influence on people. In a general framework, a paternalistic leader is a leader who protects the employee, helps and guides him/her like a father (Yeşiltaş, 2013). Although studies on paternalistic leadership have relatively increased recently, there are still conceptual uncertainties. It is seen that more studies are needed to eliminate these uncertainties (Pellegrini and Scandura, 2008). For this reason, this study aims to investigate the effects of paternalistic leadership behavior on public and private sector employees.

Paternalistic leadership is a leadership style that represents a strong and disciplined management and at the same time, it is a leadership style that embodies benevolence and loyalty like a father. Paternalistic leadership is a leadership style suitable for collectivist societies like Turkey where power distance is high. The most important task of the leader is to keep the desires of the employees alive. For this reason, the leader should give importance to the communication of the employees and enable them to improve themselves. In this way, he/she should ensure that employees are more productive by using their motivation as a tool (Gözükara et al., 2022). Considering this situation, intrinsic motivation was chosen as the mediating variable and organizational citizenship behavior as the outcome variable in the study. This research was conducted on public and private sector employees. The inclusion of employees from both sectors makes the research unique. In addition, the fact that paternalistic leadership is evaluated in terms of both public and private sector employees makes the research important in terms of contributing to the paternalistic leadership literature.

Recently, with the increasing competitive environment, the continuity of businesses has become more difficult. In order to adapt to this challenging environment, businesses have to act strategically. In order for businesses to act strategically, they need to see their employees as elements that provide added value to the organization rather than seeing them as a means of production. This will enable employees to work more sacrificially and more efficiently. The fact that employees behave beyond their roles and make sacrifices defines organizational citizenship behavior. Organizations will need employees to engage in organizational citizenship behaviors to increase their productivity and effectiveness (Organ, 1988; Smith et al., 1983). For this reason, organizational managers should exhibit a leadership approach that will increase the organizational citizenship of their employees. With this study, the relationship between paternalistic leadership, which is thought to be among the antecedents of organizational citizenship behaviors, was tested. The research consists of four parts. In the first part, the conceptual framework is discussed, in the second part the theory and hypotheses are given, in the third part the methodology is explained and in the last part the hypotheses are tested and the results are explained. This study is derived from the author's master's thesis.

## **1. Literature Review**

### **1.1. Paternalistic Leadership**

Leadership is the process of managing a group or a person for a specific purpose and influencing activities in line with this purpose. Leadership is a process. A leader is a person who directs others to behave in order to do a certain job, inspires these people and ensures that these people follow him (Koçel, 2020). There are various leadership approaches in the literature. Among these approaches, it has been observed that there are four groups as traits approach, behavioral approaches, situational leadership approaches and modern leadership approaches. The first approach, the traits approach, states that what makes a person a leader is the difference in personal and physical characteristics and individual abilities. According to the behavioral approach, leadership is formed as a result of the influence of one's behavior on others. Here, the leader should support employees and pursue organizational goals. In this approach, what makes the leader effective is the leader's behavior rather than the leader's characteristics. In the contingency approach, it is stated that there is no leadership that can be effective at all times and that different leadership styles should be followed according to different situations. The modern leadership approach includes transformational leadership, charismatic leadership, interactionist leadership, and autocratic leadership. The modern leadership

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approach consists of leadership behaviors towards innovation and transformation (Yılmaz and Ceylan, 2011).

There is no consensus on the definition of effective leadership and the debate continues. Various leadership research studies are being conducted and there is no consensus on which type of leadership is the most effective. One of the most important leadership types in leadership research is paternalistic leadership (Pellegrini and Scandura, 2008). Paternalistic leadership is a leadership style that generally exists in Asian countries. The emergence of this leadership style in Asian countries is based on the Confucian philosophy shared by the cultures of these countries (Cheng et al., 2014).

The concept of paternalism is a process in which a person protects others like a father and expects obedience and loyalty in return (Yeşiltaş, 2013). Paternalistic leadership is a leadership style that combines discipline and authority with fatherly benevolence (Farh and Cheng, 2000). Paternalistic leadership is a type of leadership in which the leader expects loyalty from the employees and subordination and superiority are emphasized (Aycan, 2015).

Paternalistic leaders see it as a duty to protect the people under their care and expect loyalty from them in return. In other words, paternalistic leaders direct their subordinates' work and normal lives like a parent. Managing like a father reduces the tension on employees and as a result, employees can act more harmoniously (Pellegrini and Scandura, 2008). Paternalistic leaders care about the welfare of their employees. These leaders have a benevolent and protective approach towards their employees. Employees show respect and loyalty towards their leaders. Paternalistic leaders are a desired type of leadership in collectivist societies. In this context, employees allow their leaders to intervene in their private lives like a father or a brother (Aycan, 2006).

The structure of Turkish society is close to the characteristics of a collectivist society and the society has a high tendency to avoid uncertainty. It is also a society where femininity is at the forefront and power distance is high (Hofstede 1980). Paternalism adapts to collectivist societies such as Turkey (Pellegrini and Scandura, 2006). Paternalistic leadership consists of three elements. These elements are authoritarianism, benevolence and moral leadership. Authoritarianism is when the leader establishes authority over employees and asks subordinates to obey this authority without questioning it. Benevolence is when the leader provides personal and family welfare for subordinates. Moral leadership is the leader's virtuous, disciplined and selfless behavior and fulfillment of obligations (Cheng et al., 2004).

### **1.2. Intrinsic Motivation**

The concept of motivation was first proposed by Woodworth in 1918 and defined as the mobilization of the organism. Motivation is defined as a driving force that mobilizes and manages people's desires (Uluköy et al., 2014). The concept of motivation is the concept that explains what initiates and manages the movement and how this movement will be shaped (Vroom and Deci, 1992). According to another definition, motivation is a person's intention to be successful. In other words, it is when a person takes action to fulfill a desire (Manzoor, 2012). Individuals provide motivation according to intrinsic or extrinsic factors. Intrinsic factors include prestige, the need to achieve, recognition, etc. Examples of extrinsic factors are wages, premiums, promotions, awards, etc. (Koçel, 2013).

In intrinsic motivation, people tend to behave without any reward or punishment. In intrinsic motivation, the thing that directs the person to behavior is intrinsic satisfaction. In other words, people tend to behave for reasons such as being satisfied with their work and gaining prestige (Ryan and Deci, 2000). For example, a teacher may see his/her salary as low. But what motivates the teacher is the happiness he/she feels from teaching new knowledge to his/her students. What really motivates a mechanical engineer is the pleasure of producing something new (Brief and Aldag, 1977).

### **1.3. Organizational Citizenship Behavior**

The concept of citizenship refers to belonging to a place and having rights and responsibilities. Citizenship behavior is synonymous with civic responsibility. Citizenship responsibilities consist of

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three elements. These are obedience (respect for laws and processes), participation (participation in organizational management) and loyalty (defending the organization against threats and protecting its reputation). These responsibilities can also be used in an organizational sense (Graham, 1991). Organizational citizenship behavior was first used by Bateman and Organ (1983). Organ (1988), on the other hand, defined organizational citizenship behavior as individual behaviors that are not officially in the job description, but are shown for the good of the organization (Organ, 1988).

The person who performs organizational citizenship behavior does not expect reward and acts voluntarily for the effective and efficient performance of work (Organ, 1988). Organizational citizenship behavior can generally be defined as employees' voluntary assistance to their organization and other employees without any reward. Organizational citizenship has two criteria. These are extra role behaviors and behaviors for the benefit of the organization. People who engage in organizational citizenship behavior perform extra role behavior and help others voluntarily (Lev and Koslowsky, 2012). These behaviors are not included in official job descriptions and do not involve criminal responsibility if not performed (Podsakoff et al., 2000).

Organizational citizenship behavior is examined in five elements. These elements are altruism, courtesy, sportsmanship, conscientiousness, and civic virtue. (Organ, 1988). Among these elements, altruism is the voluntary assistance of a person to his/her colleague. Courtesy is informing other people about possible problems before these problems occur. Conscientiousness, is when employees work voluntarily beyond what is expected. Sportsmanship, is the avoidance of negativity and covering up negativity in the work environment. Civic virtue refers to commitment to the organization (Polat and Celep, 2008).

## **2. Theory and Hypothesis Development**

### **2.1. Leader-Member Interaction Theory**

This theory was first developed by Dansereau et al. as the 'vertical dyad linkage theory'. This theory deals with the interaction between leaders and employees and is called "Leader Member Exchange (LMX)". The leader does not communicate with all subordinates in the same way and displays a different leadership style for each subordinate (Dansereau et al., 1975). Here, the vertical dyad linkage theory refers to the leader and the employee. The basis of the theory is that how the leader treats the employees is how the employees develop attitudes towards work (Rockstuhl et al., 2012).

The leader relates to each employee on a different level (Yu, 2019). This theory suggests that the leader's relationship with employees is not standardized and that the leader interacts differently with each employee. If the relationship between the leader and the employee takes place within the framework of an employment contract with clear boundaries, these employees are called out-group employees. If the relationship between the leader and the employee is based on mutual trust and respect, these employees are called in-group employees (Liden and Maslyn, 1998). The leader establishes a high quality positive relationship with in-group employees, while the leader establishes formal and low quality communication with out-group employees (Murphy et al. 2003). The theory is explained in a four-stage process. In the first stage, the leader develops different relationships with each employee. These relationships affect the behavior of the employees. In the second stage, the results of the relationship between the leader and the employee are discussed. In the third stage, the focus is on high quality communication and high quality leader and employee interaction. In the last stage, the results of the relationship between leader and employee on the organization are evaluated (Özutku et al., 2008).

### **2.2. Hypothesis Development**

Leader-member exchange theory is a theory that explains the relationship between leaders and their employees. Paternalistic leadership used in this study is a leadership style that is appropriate for the cultural structure of Turkish society. Although Turkish society is characterized by a collectivist society, uncertainty avoidance and power distance are high in the society and femininity is at the forefront (Hofstede 1980). The ideal leader in Turkish society is called "Turkish style" in which the ideal leader is a father figure. Paternalistic values received high scores in Turkey. In other

words, Turkish society respects paternalistic leaders and adopts these leaders more. Within the scope of the leader-member exchange theory, the relationship of the paternalistic leader with the employees can be differentiated. Paternalistic leaders can increase the motivation of employees as a result of a good interaction with employees and contribute to employees' organizational citizenship behaviors.

As the leader cares about the welfare of his/her employees, is concerned about them and treats them like a father, employees develop warm feelings towards their leaders. This situation makes employees grateful to their leaders. When employees work with such a leader, their intrinsic motivation may increase and they may be more willing to engage in organizational citizenship behaviors (Tang and Naumann, 2015). A study of 260 bankers found that paternalistic leadership increased employees' motivation (Anwar, 2013). In a study of 126 employees, it was found that paternalistic leadership increased the motivation of employees (Gözükara et al., 2022). In a study conducted with 307 hotel staff in China and a study conducted with 322 faculty members in Pakistan, it was found that paternalistic leadership style increased the organizational citizenship behavior of employees (Tang and Naumann, 2015; Shahid and Babar, 2022).

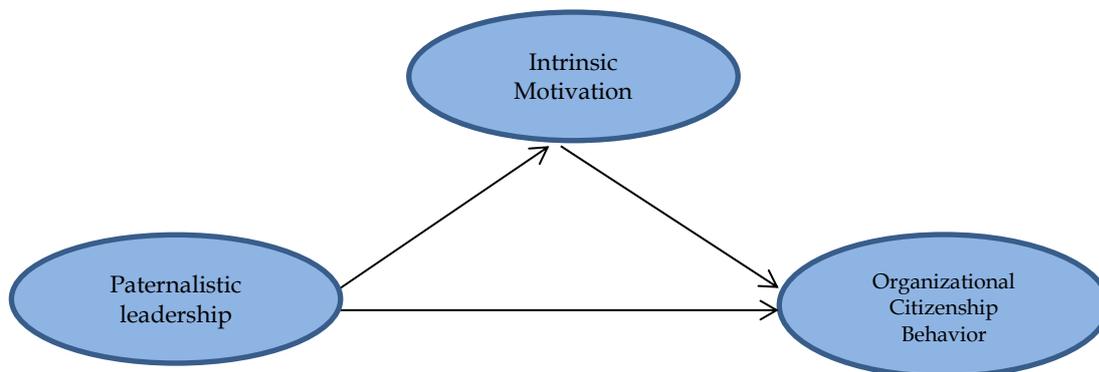
It is assumed that there will be a significant and positive relationship between paternalistic leadership and organizational citizenship. In addition, the mediating variable role of intrinsic motivation in the relationship between paternalistic leadership and organizational citizenship will be discussed. It is thought paternalistic leadership will increase the intrinsic motivation of employees. In this hypothesis, it is argued that paternalistic leadership will positively affect the intrinsic motivation of employees. Secondly, it is argued that an employee with high motivation will show a high level of organizational citizenship behavior (Ibrahim, 2014; Ahmed and Khan, 2016). It is assumed that paternalistic leadership style will increase the intrinsic motivation of employees, and it is estimated that employees with increased intrinsic motivation will engage in more organizational citizenship behaviors. The hypotheses formed in the light of all this information are given below.

H1: There is a positive and significant relationship between paternalistic leadership and intrinsic motivation.

H2: There is a positive and significant relationship between paternalistic leadership and organizational citizenship behavior.

H3: There is a positive and significant relationship between intrinsic motivation and organizational citizenship behavior.

H4: There is a mediating role of intrinsic motivation between paternalistic leadership and organizational citizenship behavior.



**Figure 1. Research Model**

### **3. Methodology**

#### **3.1. Purpose and Importance of the Research**

This study aims to investigate the effect of paternalistic leadership on intrinsic motivation and organizational citizenship behavior. In addition, it is aimed to investigate whether intrinsic motivation has a mediating role between paternalistic leadership and organizational citizenship

behavior. With this study, it is aimed to make a theoretical contribution to the effects of leadership types on organizational outcomes. The fact that the study was conducted on both public and private sector employees makes the study important. In addition, the fact that paternalistic leadership, which is claimed to be close to the Turkish society, investigates the effect of intrinsic motivation and organizational citizenship behaviors of employees makes the study important. In addition, the aim of explaining what kind of consequences paternalistic leadership can have to the people at the management level and raising awareness about this issue in employees also makes the study valuable.

### 3.2. Sample of the Research

The sample of this study consists of employees working in public and private sector organizations in Erzincan province and İliç district of Erzincan. 292 people were surveyed and the demographic characteristics obtained as a result of the survey are presented in Table 1. The scales in the questionnaire were first translated into Turkish and then back-translated into English (Brislin, 1970).

**Table 1. Demographic Features**

		f	%			f	%
<b>Gender</b>	Female	132	45,2	<b>Sector</b>	Public Sector	152	52,1
	Male	160	54,8		Private Sector	140	47,9
	<b>Total</b>	292	100		<b>Total</b>	292	100
<b>Age</b>	18-25	52	17,8	<b>Educ ation</b>	High school or college	71	24,3
	26-35	146	50,0		Vocational School	51	17,5
	36-45	48	16,4		Faculty	140	47,9
	45 üzeri	46	15,8		Master's Degree	29	9,9
	<b>Total</b>	292	100		PhD	1	0,3

When the table is analyzed, it is seen that 54.8% of the survey participants are male and 45.2% are female, 52.1% of the participants are public sector employees and 47.9% are private sector employees.

### 3.3. Data Collection Instruments

In the measurement of the paternalistic leadership variable, the scale consisting of 13 statements developed by Aycan (2005) and applied by Pellegrini and Scandura (Pellegrini and Scandura, 2006) was used. Four items in the scale were excluded from the analyses due to low factor loadings. The statements used in the scale were evaluated according to a 5-point Likert scale (1- Strongly Disagree, 2- Disagree, 3- Somewhat Agree, 4- Agree, 5- Strongly Agree).

For the measurement of the intrinsic motivation variable, only 3 statements related to intrinsic motivation of the scale of 18 statements applied by Haj (Haj, 2017) were used. The statements used in the scale were evaluated according to a 5-point Likert scale (1- Strongly Disagree, 2- Disagree, 3- Somewhat Agree, 4- Agree, 5- Strongly Agree).

For the organizational citizenship variable, the 8-item scale developed by Williams and Anderson (1991) and applied by Tang and Naumann (Tang and Naumann, 2015) was used. 1 item in the scale was excluded from the analysis due to its low factor loading value. The statements used in the scale were evaluated according to a 5-point Likert scale (1- Strongly Disagree, 2- Disagree, 3- Somewhat Agree, 4- Agree, 5- Strongly Agree).

### 4. Data Analysis and Hypothesis Tests

The data obtained as a result of the research were statistically analyzed with SPSS 21 and Process plug-in. Reliability analysis of these data was performed, correlation analysis was performed to measure the relationship between variables, and regression analysis was applied to test the hypotheses in the study.

**Table 2. Reliability Analysis Results**

Scales	Cronbach's Alpha Coefficient (α)
Paternalistic Leadership	0,905
Intrinsic Motivation	0,840
Organizational Citizenship Behavior	0,846

Alpha coefficient close to 1 indicates that the scales are reliable (Karagöz, 2019). Reliability analyzes of the scales used in the study are given in Table 2. Accordingly, it can be said that all scales are reliable.

The results of the correlation analysis of the variables used in the study are presented in Table 3. It was determined that the paternalistic leadership variable had statistically significant and positive relationships with intrinsic motivation ( $r=0.327$ ,  $p<0.01$ ) and organizational citizenship ( $r=0.354$ ,  $p<0.01$ ) variables. Intrinsic motivation variable has statistically significant and positive relationships with organizational citizenship ( $r=0.406$ ,  $p<0.01$ ).

**Table 3. Reliability Analysis Results**

	Mean	SD.	1	2	3
1) Paternalistic Leadership	3,46	0,92	1		
2) Intrinsic Motivation	3,81	0,94	,327**	1	
3) Organizational Citizenship Behavior	4,08	0,66	,354**	,406**	1

N= 292, Correlation \*\* Significant at  $P<0.01$  (2-tailed) \* Significant at  $P<0.05$  (2-tailed). SD: Standard Deviation

#### 4.1. Hypothesis Tests

Regression analysis will be performed through the SPSS program to test the hypotheses stated in the study. The results of the analyzes are presented in Table 4. When the data in Table 4 are analyzed, it is seen that paternalistic leadership has a significant and positive effect on intrinsic motivation ( $\beta=0.328$ ,  $p=0.00$ ). The results of the analysis show that hypothesis 1 is supported. Paternalistic leadership has a significant and positive effect on organizational citizenship behavior ( $\beta=0.240$ ,  $p=0.00$ ). The results of the analysis show that hypothesis 2 is supported. In addition, intrinsic motivation has a significant and positive effect on organizational citizenship behavior ( $\beta=0.228$ ,  $p=0.00$ ). The results of the analysis show that hypothesis 3 is supported.

**Table 4. Regression Analysis Results Showing Mediation Effect**

	Model 1 Intrinsic Motivation (β)	Model 2 OCB (β)	Model 3 OCB (β)
<b>Independent Variable</b>			
Paternalistic Leadership	0,3286	0,2404	0,1652
<b>Mediating Variable</b>			
Intrinsic Motivation	-	-	0,2288
R <sup>2</sup>	0,1102	0,1201	0,2150
F	35,904	39,571	39,566
P	0,00	0,00	0,00

OCB: Organizational Citizenship Behavior

**Table 5. Regression Analysis Results Showing Mediation Effect**

	Direct Effect	Indirect Effect	Total Effect
Paternalistic Leadership → OCB	0.17	0,08	0,24

Note: All values are significant at the 0.05 level.

In Model 3, in order to determine the mediating effect, an analysis was conducted by adding a mediating variable to the independent variable (when intrinsic motivation was added to paternalistic leadership) and it was seen that intrinsic motivation had a strong effect on organizational citizenship. The  $\beta=0.2404$  coefficient of paternalistic leadership in Model 2 decreased to  $\beta=0.1652$  in Model 3 with the addition of the mediating variable to the model. This result shows that intrinsic motivation has a partial mediating effect in the relationship between paternalistic leadership and organizational citizenship. Finally, when Table 5 is analyzed, it is understood that the direct effect is higher than the indirect effect, so both the indirect effect and the direct effect are statistically significant. According to these results, hypothesis 4 is accepted.

### Conclusion and Assessment

In this study, the relationship between paternalistic leadership and intrinsic motivation and organizational citizenship behavior and the relationship between intrinsic motivation and organizational citizenship behavior were analyzed. In addition, the mediating role of intrinsic motivation in the relationship between paternalistic leadership and organizational citizenship behavior was investigated. The hypotheses used in the study were developed based on the leader member interaction theory. Leader-member interaction theory is one of the theories that have recently increased in importance. It is stated that more research is needed on what the effect of leader member interaction theory on organizational outcomes is (Hudson, 2013). In this context, it is thought that the study will contribute to the theory.

The data obtained as a result of the analyses show that the relationship between paternalistic leadership and intrinsic motivation and organizational citizenship behavior is significant and positive. In other words, if employees work with a manager who has paternalistic leadership behavior, their intrinsic motivation increases. This result is in line with studies showing the relationship between paternalistic leadership and intrinsic motivation (Anwar, 2013; Gözükarar et al., 2022). In addition, employees tend to engage in organizational citizenship behaviors under the management of a paternalistic leader. This result is similar to the studies in the literature (Tang and Naumann, 2015; Shahid and Babar, 2022). These two situations contribute positively to the organization. These findings were obtained as a result of the research conducted in Turkey. This situation contributes to the literature in terms of paternalistic leadership, which is stated to be suitable for Turkish society. In addition, another finding of the study is that intrinsic motivation increases organizational citizenship behavior. This result is similar to the studies in the literature (Ibrahim, 2014; Ahmed & Khan, 2016).

The mediating effect of intrinsic motivation on the relationship between paternalistic leadership and organizational citizenship behavior was examined. After examining the relationship between two variables before, re-examining this relationship by adding a mediating variable is considered as a contribution to the theory (Colquitt and Zapata-Phelan, 2007). It is thought that the research model created in this context contributes to the theory. According to the results of the analysis, it is seen that intrinsic motivation plays a mediating role between paternalistic leadership and organizational citizenship behavior. That means, employees whose intrinsic motivation increases after paternalistic leadership engage in more organizational citizenship behaviors.

Paternalistic leader protects, helps and guides the individual. The employee, on the other hand, is loyal and respectful to the leader (Yeşiltaş, 2013). It is stated that Turkish society respects and loyalty to leaders with paternalistic characteristics and paternalistic leadership is suitable for Turkish society (Pellegrini and Scandura, 2008). As a result of these statements, it is thought that paternalistic leadership will positively affect employees and increase positive organizational

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outcomes of employees. One of these positive outcomes is that paternalistic leadership will encourage employees to show more organizational citizenship behaviors. This shows that if managers in Turkey exhibit a more paternalistic attitude, they can motivate their employees to a greater extent and enable them to exhibit more organizational citizenship behaviors. In other words, managers should show more paternalistic leadership as it is appropriate for Turkish society. In addition, public or private sector institutions should organize training activities and programs for managers to improve their leadership skills. In particular, managers should be informed about paternalistic leadership, which is considered to be appropriate for Turkish society.

Although the research has been conducted meticulously, there are some limitations in the study. Collecting data only from public and private sector employees in Erzincan province is an important limitation of the study. If the study is conducted in other regions of Turkey, more general results can be obtained. In addition, the small sample size and the fact that the data is based only on questionnaires is another limitation of the study. Finally, the fact that the data obtained is cross-sectional and not longitudinal is also a constraint for the study. Future studies can be conducted in a way to avoid the above-mentioned limitations. Future research should be conducted not only in a single location but also in different locations. If future research is conducted longitudinally, it can better reveal the causal relationship.

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