

ROLE OF ORGANIZATIONAL POLITICS IN RELATIONSHIP BETWEEN PATERNALISTIC LEADERSHIP AND ORGANIZATIONAL CULTURE

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ABSTRACT : *Leadership is a key element for organisations seeking to achieve its core objectives. Paternalistic leadership is a topic rose by contemporary studies, and has been examined by researchers and practitioners alike. This paper analyses the relationship between paternalistic leadership and organizational culture in the presence of organizational politics. Questionnaires completed by 217 employees were analysed by the SPSS software. The results suggested there was a significant and affirmative connection between paternalistic leadership and organizational culture and organizational politics did not affect this relationship. Furthermore, this paper argues that companies with a leader possessing more paternalism have employees who are not likely to be affected by organizational politics. The output of the research is a valuable contribution to the field of management and helps to build up the understanding regarding leader-culture relationship in Pakistani context.*

Key Words: *Paternalistic leadership, Organizational Culture, Organizational Politics*

INTRODUCTION

Different organizations have different culture with different leadership style. Paternalistic leadership is a burning issue in the research nowadays as it is affirmed that for the productive outcomes and employee's performance, paternalistic leadership plays a vital role [1]. Others [2] indicated that many PL related issues should be clarified in order to forecast its relationship with the organization, group and subordinates. Later on different studies reflect that paternalistic leadership style helps to develop healthy organizational culture in the presence of organizational politics; In accordance to [3] that paternalistic leadership should be studied with different socio-politics context.

Now a day's organization facing a problem associated due to the influence of politics. It may badly affect the performance of an organization as well as destroy the culture and top management leadership commitments, so there is a need to identify that why these problems are occurring so frequently, it will help to cover gap that should be filled by checking the role of politics in organizational culture and also to examine the relationship between paternalistic leadership and organizational culture [4].

Several studies have contributed to literature and developed understanding of culture and paternalistic leadership. According to [5] it's the style when the leaders are involvement in non work life of employees.

As stated by [6] Culture is the set of values and norms that having strong impact on human to make his environment, in accordance with these four well known culture value dimensions were contributed by [7] that received a significant attention by other researchers in addition to the four dimensions he also contributed that paternalistic leadership style is dominated in the societies of high power distances.

After the valuable contributions made by [7] different studies are contributed to literature to examine the leader-culture relationship in different contexts.

In organizational perspective, Organizational Politics may be positive or negative depending upon the how one consider political activities like praise others, power alliance, image building or impression management, blaming, use of information, with the influential and creating obligations reciprocity [8].

The attention of the present study is to focus on the following objectives by carefully studying the literature. In context of Pakistan (1) relationship between paternalistic leadership and organizational culture (2) role of organizational politics in relation to both paternalistic leadership and organizational culture (3) is it really an organizational politics or should make efforts to search for other factors that are playing role to effect the relationship between organizational culture and paternalistic leadership.

So the present study is going to reveal, how Paternalistic leadership and organizational culture is associated, what are the effects of interactions among them in the presence of organizational politics, especially in Pakistani context in banking sector.

Different contextual researches from India, Turkey, China, and Pakistan also suggests that paternalism does not connote as "authoritarianism" but it is rather a relationship in which subordinates willingly reciprocate the care and protection of paternal authority by showing flexibility[9,10].

Past studies discovered the importance of leader culture relationship, findings[3] shows the significance of paternalistic leadership on organizational culture with different aspect but current study aims to provide a sound back round that is it a politics or some other factor which is impacting the relationship between organizational culture and Paternalistic leadership.

2. Literature review and hypothesis

2.1 Paternalistic leadership:

Across time and cultures descriptions offered by different authors, research typically defines paternalistic leadership as "a style that combines strong discipline and authority with fatherly benevolence" [2]"authoritarianism" leader's behaviors that announce authority and control, whereas "benevolence" related to an individualized concern for subordinates' personal well-being. This type of leadership is common and effective in many business cultures in various countries like Pacific Asia, Latin America [11,12,10,13,14].it is argued that "paternalism" emerging from Asia opposed Weber's purely authoritarian view and suggested that paternalistic managers give support, protection, and care to their employees[15].

[16] defined "paternalism is a father like leadership style in which strong authority is combined with considerateness and

concern. More recent research from India, Pakistan, Turkey, and China also indicating that “paternalism” does not connote “authoritarianism” but it is rather a relationship in which employee willingly reciprocate the care and protection of paternal authority by showing consistency and flexibility”[17,10].

2.2 Organizational Culture:

[6] mentioned it as “Common perceptions which are held by the members of an organization; “a system of common meaning, Culture is a set up of symbols in which the individual assigns importance to their own reality, which is starting from a referential meaning. The symbol system creates framework that sets the human relationship with them, with others and the world. They are the product and the determinant of social action”.

2.3 Organizational politics:

According to [18] stated that as uncertainty increases it leads to increase organizational political behavior and perception about it, may be a threat or an opportunity, depending upon the perception of that one builds about it.

2.4 Paternalistic Leadership and organizational Culture:

The GLOBE intercultural study approved and indicated that how the culture is strongly influenced and associated with the leadership style. As this paper is concerned with one of the major leadership dimension that is “paternalistic leadership”, that is more unique and specific in Chinese societies [19]. So the origin of this leadership lies near to the Chinese societies and enterprises than the other western leadership styles [1].

[20] indicated that the leadership style effects by two cultural dimensions: power distance and individualism-collectivism, that depending on the scores, he proposed different dimensions, one is paternalism.”Paternalism is the dimension that indicates in collectivist countries, with high power distance”.

As considering paternalistic leadership in the organizational context,[21] stated that the one style that evaluated and identified that established a relationship that connects employees and work place, as it is a way to create more flexible management systems instead of rigid and contractual relationship with worker.

In new paternalism, companies are concerned in the non-work lives of employees by contributing them in their social and family related problems of their employees. As a result of the caring attitude, paternalism increases employee commitment also increases, loyalty, and team-based productivity also increases[21].

After a series of studies related to empirical and heoretical research, they noticed that the paternalistic leadership having many elements, they introduced three leadership concepts are “benevolent leadership, morale leadership, and authoritarianism “argued that paternalistic leadership plays a vital role in employee’s performance and as well as organizational communication[22].

[23] showed the importance of the paternalistic behavior as concerned with workers in following ways: In company rules and procedures and showed a sense of care and responsibility to customers, community and other in the business.

For making the sense of the influence and leadership process in different culture need to be cross cultural investigation replicating the findings in other high power distance and collectivist culture [24].

If we are considering it in the sense of paternalistic cultures, persons processing authority consider it as an obligation to provide protection to those under their care, and in exchange expect loyalty and deference [21,25].

Starting from the leadership-culture relationship, it makes healthy organizational culture, so the hypothesis that is drawn from literature is that:

H1: There is positive significant relationship between paternalistic leadership and organizational culture

2.5 Organizational Politics as moderator:

The political view shows that decisions emerge from a process in which decision makers have different goals, forming alliances to achieve their goals in which the preferences of the most influential prevail [26].

styles are associated with culture [3]. From the future point of view, need to associate the leader culture relationship with politics that is still uncovered. So this study aims to cover this aspect by drawing this hypothesis in the light of the literature:

H2: Organizational politics affects the relationship of organizational culture and paternalistic leadership.

H3: Organizational politics negatively impact the relationship between organizational culture and paternalistic leadership.

Conceptual Framework:

Description of variables:

Independent variable: Paternalistic leadership

Dependent variable: Organizational culture

Moderator (variable): Organizational politics

Research Methodology

Explanatory study helps to explain the relationship between paternalistic leadership and organizational culture, also exploring the relationship between organizational culture and Paternalistic leadership in the presence of organizational politics, in the light of literature and it fill the gap through analyzing the data. The population in this study was comprised 10 Pakistani banks.5 conventional banks and 5 Islamic banks are selected from Faisalabad City.250 questionnaires are floated. Out of this population, a sample size of 217 personnel is taken that is based on convenience sampling technique [29]. 33 questionnaires are found obsolete, the response rate was 87% and this sample was taken on the basis of an individual. Level of sample was consisting of employees of banks. In pilot testing, Judgmental sampling used to determined better results, the origination of the problem applicable on banking sector, so the better strategy to deal with expertise. Data was collected through questionnaires; as for as the internal reliability is concerned, Paternalistic leadership has three distinct elements: “authoritarian leadership, benevolent leadership and moral leadership”. Each type was measured with 11 items that were used a six-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree).The scale was developed by [22]. The internal reliability coefficient was 0.94 for the benevolent leadership scale, 0.89 for the authoritarian

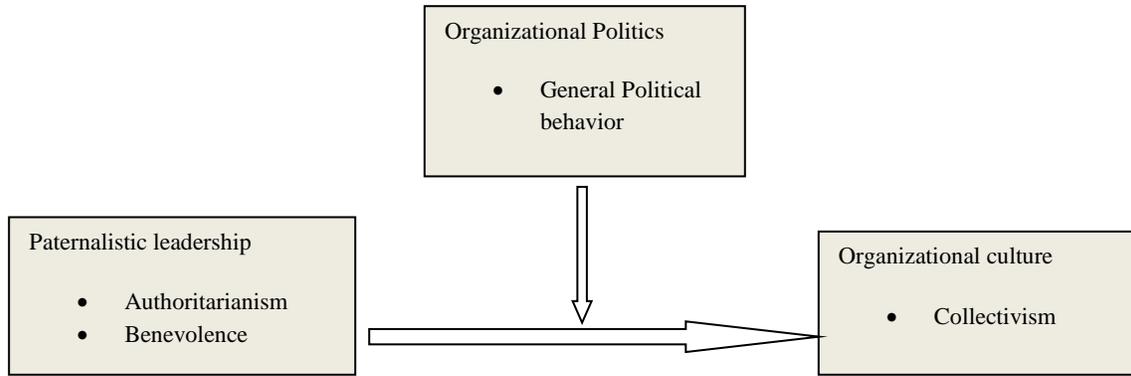


Figure 1-1 Role of organizational politics in relationship with organizational politics and paternalistic leadership

leadership. On the other hand this study used the seven item organizational collectivism measure developed by [31] as part of their Organizational Culture Scale.

This measure was developed for use in Turkey and it was used after the author’s translation .In the current study the coefficient alpha for this seven item organizational collectivism subscale was .88 for the entire sample (both organization types). Items are on a seven-point, Likert-type scale ranging from 1 (strongly disagree to strongly agree) [32] developed (POPS Scale) politics and organizational politics scale (alfa, 0.886): To measured general political behavior (alfa,0.836), Likert scale from 1(strongly disagree) to 7 (strongly agree) is established, the questionnaire being used in this research, consisting of two sections. The first section sought out to collect demographic information. In the second section, 7-points Likert scales (1=strongly disagree through 7=strongly agree) is being used to collect information on variables of interest in this study.

Primary data was collected from banking sector, which were personally administered or sent through the mail. The questionnaire was distributed during office timings where it is possible and personally observed the climate in which they were working for the sake of accuracy and precision .Data is

processed through software statistical tools (SPSS) Simple tabulations was used to test the means, standard deviations, reliabilities and the inter correlation matrix to test the problem of multi co linearity. In addition, the internal reliability of the scales is used in the questionnaire. Casual relationship, correlation analysis and regression analysis was tested.

Some persons may perceive organizational politics as an opportunity to advance their self-interests, which may result in positive affective reactions [27,28]. Thus, “organizational politics perceptions are likely to result in differing responses to organizational policies and practices depending on whether politics are viewed as an opportunity or a threat”. In accordance to [29] that understanding moderates organizational politics perceptions-work outcomes relationships because of how understanding transforms the analysis of organizational politics as it is considered as opportunity or threat.

Many studies have conducted to show the leader culture relationship as above literature indicated and many times this burning issue is highlighted with different effects of variables and in different perspectives different leadership

Table 1.1: Descriptive Analysis/ Correlation Analysis

	Mean	S.D	1	2
1.Paternalistic Leadership	4.173	.398		
2.Organizational Culture	4.412	1.249	0.366**	
3.Organizational Politics	4.531	.646	-.086	-0.190**

Note. N = 217. *p < .05 **p < .01 ***p < .0001

Internal Reliability

Analyzed internal reliability of the instrument that was above 0.80 that showed the used instrument is reliable for further analysis.

Descriptive Analysis:

An evocative study is a devise that attempts to expand supplementary information about a meticulous feature within a fastidious field of study [33]. According to [34] espoused descriptive statistics were momentous in recounting a set of data. Three descriptive calculations of statistics present insight about (a) the characteristics or form of the allocation, (b) the delegate values such as average, (c) and the gauge of dispersion or difference from the data. Evocative figures reveal key distinctiveness of a known deposition of test data. [34] affirmed the formation of Tables, and graphs improved the organization of record findings when summarizing statistics.

Table 1.1 indicates the descriptive statistics, including a score for mean and standard deviations. The value of mean for the paternalistic leadership is 4.17, which basically shows that most of the respondents have shown neutral (neither agree nor disagree) response for the paternalistic Leadership.

The score of standard deviation for the paternalistic leadership is 0.39, which indicate that the deviation of data from a mean of paternalistic leadership. The majority of respondents were pleased with organizational culture providing a positive impact, indicating that organizational Culture had shown that users were considering its relevance, and contributed its implementation. The value of mean for the organizational Culture is 4.41 high, which basically showing that most of the respondents have shown agrees response for the organizational Culture. The score of standard deviation for the Organizational Culture is 1.24 which showing the deviation of data from the mean. The value of mean for organizational politics is 4.53 high, which indicates that respondents showed a agree response for the organizational Politics, while the standard deviation from the mean is 0.65

Correlation Analysis

Table 1.1 signifies the correlation between the variables of study. The correlation between paternalistic leadership and

organizational culture is (0.36; $p < 0.01$). This positive and significant relationship between these variables accepts the hypothesis that “there is a significant relationship between paternalistic leadership and organizational culture.”

The correlation between the paternalistic leadership and organizational Politics s amounted (-0.086) which shows the negative relationship between these two variables, where organizational politics and organizational culture having negative and significant relationship (-0.19; $p < 0.01$).

Results for regression Analysis:

Interpretation of Regression Analysis

This study examines five demographic variables. Demographic variables such as age gender, working experience help us to define the characteristic of our population/sample. Sometimes these demographic variables affect on our dependent variables. Therefore, in order to verify the affect of demographics on dependent variables, present study run one way ANOVA [35]. Results of one way ANOVA suggest that three demographic variables (age, gender and working experience) were significantly affects on dependent variable. So, present study used age and gender as control variable in regression analysis.

Table 1.2 shows regression analysis for major studied dependent and independent variables. Values of regression coefficient (Unstandardized), R square and R square change has been shown on the Table to predict the possible relationship between these variables i.e. paternalistic leadership, which predicts the dependent variable, i.e. organizational culture.

At first place, regression coefficient, i.e. the Beta (Unstandardized Coefficient Beta) shows the unit change in the dependent variable due to per unit change in the independent variable. A regression results depicts significant positive relationship between paternalistic leadership and organizational culture ($\beta = .362$, $p < .000$, $R^2 = .19$) proving that paternalistic leadership positively predicts organizational culture. Value of R square = 0.19 for the paternalistic leadership shows that 19% change in organizational Culture is due to the paternalistic leadership and rest change can be attributed to the other factors

Table 1.2: Results of Regression Analysis for Independent Variables and Dependent Variable

predictor	B	R ²	ΔR ²
Step 1			
Control Variable		0.072	
Step 2			
Paternalistic leadership	0.362***	0.197	.125***

N=217 Researcher used Age, Gender, working experience as control variable $p < .05$, ** $p < .01$ *** $p < .001$

Table 1.3: Moderating role of Organizational Politics

Items	B	R ²	ΔR ²
Step-1			
Control Variable		0.072	
Step-2			
Paternalistic leadership	0.362***		
Organizational politics	-0.185**	0.227	0.156***
Step-3			
Paternalistic leadership x Organizational politics	.068	0.231	.004

Interpretation of Moderation Analysis

Regression was used for moderation analysis. In first step, control variables were entered to control the effect of any external factor. In second step, independent variable, i.e. paternalistic leadership and moderator, i.e. organizational politics was entered. In third step, the interaction term of paternalistic leadership and organizational politics were entered and regressed by organizational culture. Table 1.3 shows $\Delta R^2 = 0.23$ (change in the R^2), with ($F=1.07$, $df=1,210$, $P>0.05$). The results show statistically insignificant values ($\beta=0.301$) verifying the moderating effect of organizational politics on the relationship of paternalistic leadership and organizational Culture, thus, Not supporting hypothesis (H2) where researcher "hypothesize that "Organizational politics affects the relationship of organizational culture and paternalistic leadership ,and (H3) "Organizational politics negatively impact the relationship between organizational culture and paternalistic leadership"

Conclusion and Discussion:

As concerned to hypothesis (H1) that is accepted and literature supports that paternalistic leadership and Organizational culture having significant and positive correlation, different researcher also supports this hypothesis like [3].It means that effective leadership role on the formation of organizational culture. This finding suggests the enactment of "role model" theory. This finding is also consistent with the findings of some other previous researchers, namely: one of the functions of the leader is to create and build a culture and climate within the organization [36,4,37].

Results of hypothesis (H2, H3) show that moderator is not playing its role, not affecting the relationship between organizational culture and paternalistic leadership. Further discussion helps to evaluate why organizational politics is not playing their role there could be some economical rationales behind this that should be addressed. It may be due to the strong leader-culture relationship this study results have proved, due to the strong relationship organizational politics never affect this relationship, shows paternal leader have the tendency to established healthy organizational culture by effectively overcoming politics.

The political view shows that decisions emerge from a process in which decision makers have different goals, forming alliances to achieve their goals in which the preferences of the most powerful prevail [35] depending upon either you are considering organizational politics as opportunity or threat. For example, [29] found that for individuals high in understanding organizational tenure as a proxy for understanding, perceptions of organizational politics were negatively related to job anxiety. However, individuals with low levels of understanding, a positive relationship between organizational politics perceptions and job anxiety was observed, in this model may be due to the healthy organizational politics helps to employees and top management to consider politics as an opportunity to achieve organizational objectives ,so self interest of organization and employees are same so they are not affected by organizational politics, or it may not be visible as mentioned by [8] Organizational politics is to be visible via blaming or

attacking, so it may be hide in this context, may be employee and their paternal leader have the tendency to understand politics in side or they know how to deal with it, so they are not affected by Organizational Politics.

Limitation of Study/Future Direction

First the sample includes just one sector, only the 10 banks of Pakistan (5 islamic, 5 non islamic).Generalization of the findings of the study will be reduced because the study is conducted in Pakistan only and taking just one sector that is banking industry, time constrains are also there that may hinder to complete this research, so taking small sample, and on this sample size may not be get the results that truly represent the sentiments of entire banking industry. In future different sectors from the Pakistani society can be taken to enhance the generalization of the findings.

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