

# A Study on Paternalistic Leadership Style and its Implication on Workplace Relationship

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## Abstract

*This study looks into how relationships at work are affected by a paternalistic leadership style. A thorough examination using regression, correlation, and chi-square tests yields a number of important conclusions. First, it has been illustrated that paternalistic authority significantly advances positive working environment connections by factually noteworthy Pearson chi-square, probability proportion chi-square, and linear-by-linear affiliation chi-square tests. Furthermore, a Spearman's rho coefficient of 0.538 and a p-value underneath 0.001 bolster the momentous positive affiliation between judgments of supervisors' paternalistic authority properties and the certainty in its positive impact on collaborative adequacy. The regression analysis's findings clarified the residuals and expected values, displaying accurate forecasts and an average of 3.81 for the mean predicted value. These results highlight the value of paternalistic leadership in creating a favourable work environment and indicate that it is still applicable in project-based organizational contexts.*

**Keywords:** Paternalistic Leadership, Workplace Relationship, Leadership Style.

## Introduction

A paternalistic leadership style is one that incorporates morals, discipline, and fatherly authority into interactions with subordinates. This statement describes paternalistic leadership as an amalgam of three elements: moral leadership, empathy, and authority. In an authoritarian leadership style, the leader has complete authority over the followers, and all followers are required to submit to the leader. While beneficent leadership involves the leader showing concern and individual attention for the well-being of the subordinate, moral leadership is characterized by superior moral characteristics, self-control, and generosity. Paternalistic leadership is characterized by three main elements: authoritarianism, morale, and benevolence.

## Definition

**Leader:** Is someone who guides and exerts influence over the affairs of others.

**Leadership Style:** A leader's style is defined by the unique ways in which they manage, inspire, guide, and steer groups of people.

**Paternalistic Leadership Style:** This type of administration includes a overwhelming specialist individual, either a patriarch or a authority, treating accomplices and representatives as individuals of a huge, amplified family.

**Employee:** An employee is a person who works for an employer in an organization and is subordinate to another individual who is called a manager or supervisor officer.

## Review of Literature

Agron Hoxha & Kolegji Heimerer (2019) The reason of this consider was to look at the impact of authority styles, specifically transformational and value-based authority on worker execution. The test comprised of 333 pioneers and subordinates of particular authoritative levels, work commitments, sex, and instruction establishments drawn from a broadcast communications company in Malaysia. Measures utilized included the Multifactor Organization Overview (MLQ) and Agent Execution scale.

Kelly, S., & MacDonald, P. (2019). Administration styles that progress upward and slipping communication have been showed up to develop a bounty of positive comes about interior the working environment, bunch collaborations, and bunch settings. Moreover, administrator - subordinate solidarity communication has been related to charming working environment comes about. The reason of this think almost was to investigate organization styles as related to solidarity communication.

Nazir, S., Shafi, A., Asadullah, M.A., Qun, W. & Khadim, S. (2021). This consider looks at the serial mediation component between paternalistic organization and creative work conduct through the leader-member exchange (LMX) and agent voice conduct. Particularly, this think almost utilized the social exchange theory to investigate the circuitous affect of three specific estimations of paternalistic organization mold on creative work conduct through LMX and specialist voice conduct.

Yamin MA (2022). The current think about endeavors to see at the determinants of agent inventive work conduct and work execution. Consequently, an facilitates explore illustrate is made with the help of paternalistic specialist mold and work embeddedness theory to investigate agent conduct toward creative work conduct.

Erol, Y. & Savaş, E.B. (2023), Leaders can coordinate and facilitate their subordinates and without a doubt be a source of inspiration for their subordinates in orchestrate to carry out the work in an organization effectively and successfully. Inside the light of current approaches, various different definitions of specialist, tallying befuddling organization and computerized administration, have been made. Inside the composing, no explore has been found on the sorts of organization for current approaches and the subject of otherworldly presence inside the work environment.

OZ, H., Kilic, S., & Calisir, M. (2022). In this consider, information roughly the concepts of paternalist organization and agent quiet is shown and the perspectives of the specialists of the organization on paternalist organization, whether there's a essential relationship between specialist quiet and paternalist specialist in organizations where the insight of paternalist organization is overpowering, has been reviewed.

Patel, T., & Bakari, H. (2022). Organization may be a preeminent figure in progressing laborer improvement and innovativeness. This consider focuses to test the influence of paternalistic specialist (PL) on employees' innovative work conduct (IWB) and to check the mediating portion of agent Mental Security (PS).

Singh, S. (2020). The display case consider would offer help perusers to induce it paternalistic organization conduct with its essential theory. Perusers would be able to appreciate the nature of experiences specialists may have though working with a paternalistic pioneer tall on fascism.

Yao, M. & Hao, M (2023). This study analyse show paternalistic administration in modern wanders impacts worker advancement conduct and unused wander execution. Three measurements of paternalistic administration in pioneer lowliness have a positive directing impact on representative development conduct.

### **Objectives of the Study**

- To Ponder on paternalistic authority fashion advances viable work environment connections.
- To Recognize in the event that a paternalistic administration fashion advances ethical qualities, selflessness, and self-discipline among pioneers in an organization.
- To analyze the predominance of paternalistic administration in project-based organizations.

### **Statement of the Problem**

- There are a few negative impacts on both the workforce and the trade generally when there are frail, incapable pioneers in put.
- Businesses with destitute administration regularly perform underneath desires since they need vision, solid communication abilities, and positive working connections.
- Incapable directors and pioneers can have a serious negative affect on staff assurance and commitment to the organization, which can lead to lower quality work and a slower rate of completion.

### **Scope of the Study**

- The consider for the most part centers on paternalistic authority styles and their impacts on work environment connections.
- The consider will advance discover on the off chance that a paternalistic administration fashion advances viable work environment connections.
- The think about will moreover distinguish in case a paternalistic administration fashion advances ethical qualities, selflessness, and self-discipline among pioneers in an organization.

### **Research Methodology**

A research plan is simply and basically the system or arrange for an investigation of information. It is blue print that's taken after in completing a think about. It takes after the architect's blue print (outline) for developing a house. It may be beneficial to say here that a inquire about plan is nothing more than system for the consider that guarantees the consider will be important to the issue and the think about will be related to the Paternalistic authority fashion and its suggestion on working environment relationship. The consider have collected 205 tests for this consider.

### **Research Design**

#### **Descriptive Research Design**

Descriptive research design is additionally called informative plan. This one essentially depicts something such as statistic characteristics of representatives. The graphic consider is regularly concerned with deciding recurrence with which something happens or how two factors change together.

## Sampling Method

### Non-Probability Sampling

In non-probability sampling, the chance of any specific units within the populace being chosen is unknown. Since randomness isn't included within the choice prepare. But this does not cruel that the discoveries gotten from non-probability inspecting likelihood are of flawed esteem.

### Convenience Sampling

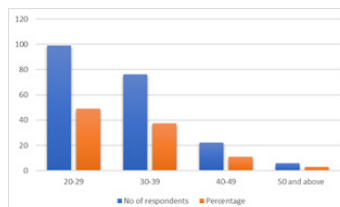
Comfort testing may be a non-probability inspecting method where units are chosen for consideration within the test since they are the most effortless for the analyst to get to. Given that the researcher's ability plays a vital part in test creation in this testing strategy, there's a plausibility that the comes about will be greatly exact with a little edge of blunder.

## Data Analysis & Interpretation

### Percentage Analysis

**Table Showing the Age Group**

Particulars	No of Respondents	Percentage
20-29	99	48.8
30-39	76	37.4
40-49	22	10.8
50 and above	6	3
Total	205	100



**Chart Showing the Age Group**

### Interpretation

The data reveals a clear age distribution among the respondents, with the majority falling within the 20-29 age range, comprising 48.8% of the sample. Following closely behind are individuals aged 30-39, accounting for 37.4% of respondents. The 40-49 age group represents a smaller but still notable portion at 10.8%, while those aged 50 and above constitute the smallest segment at 3%.

## Chi-Square Analysis

### PLS\*PMSAS

	Value	df	Asymp. Sig.(2-sided)
Pearson Chi-Square	676.113a	150	.000
Likelihood Ratio	237.375	150	.000
Linear-by-Linear Association	91.261	1	.000
N of Valid Cases	205		

a. 166 cells (94.3%) have expected count less than 5. The minimum expected count is .00.

**PLS\*PBO**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	429.905 <sup>a</sup>	150	.000
Likelihood Ratio	207.910	150	.001
Linear-by-Linear Association	75.247	1	.000
N of Valid Cases	205		

a. 166 cells (94.3%) have expected count less than 5. The minimum expected count is .01.

**Interpretation**

- The Pearson Chi-Square esteem is 676.113 with 150 degrees of opportunity, demonstrating a critical affiliation at a centrality level of .000.
- Essentially, the Probability Proportion and Linear-by-Linear Affiliation tests too
- Illustrate critical comes about with p-values of .000. It’s critical that a
- Significant extent (94.3%) of cells have anticipated checks less than 5.
- The Pearson Chi-Square esteem is 429.905 with 150 degrees of opportunity, demonstrating a critical affiliation at a noteworthiness level of .000.
- The Probability Proportion test moreover yields a noteworthy result with a p-value of .001, whereas the Linear-by-Linear Affiliation test appears centrality at .000.

**Regression**

**Table Showing the Regression for Two Variables**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.697 <sup>a</sup>	.486	.481	.50185

a. Predictors: (Constant), PMSAS, PBO

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	48.150	2	24.075	95.590	.000 <sup>b</sup>
	Residual	50.875	202	.252		
	Total	99.024	204			

a. Dependant Variable: PLS  
b. Predictors: (Constant), PMSAS, PBO

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.683	.240		2.852	.005
	PBO	.254	.065	.275	3.910	.000
	PMSAS	.539	.079	.477	6.794	.000

a. Dependent Variable: PLS

## Interpretation

- The caught (Steady) includes a coefficient of 0.683, demonstrating the anticipated esteem of PLS when both autonomous factors are zero.
- Both PBO and PMSAS have measurably critical coefficients: PBO contains a coefficient of 0.254, and PMSAS includes a coefficient of 0.539.
- These coefficients speak to the alter within the subordinate variable (PLS) for a one-unit increment within the individual free factors, holding other factors consistent.
- The standardized coefficients, as well known as beta coefficients, permit for the comparison of the relative importance of each independent variable.
- In this demonstrate, PMSAS contains a higher standardized coefficient (0.477) compared to PBO (0.275), showing that PMSAS features a more grounded impact on PLS when considering the standard deviation of each variable.

## Findings

- Research indicates that workers under paternalistic supervision frequently express greater job satisfaction, organizational dedication, and loyalty.
- This is due to the fact that paternalistic leaders often give their followers safety, direction, and support-thereby encouraging a sense of security and belonging.
- This promotes trust and raises the standard of interactions in the workplace generally.
- Workers who view their managers as controlling are less inclined to think about quitting.

## Suggestion

- Examine the function of communication in paternalistic leadership: Find out how paternalistic leadership structures set up efficient channels of communication, and determine whether this encourages free communication or places restrictions on staff input.
- Analyze how paternalistic leadership affects employee autonomy. Find out how paternalistic leaders strike a balance between giving employees the flexibility to make decisions and take responsibility for their work.
- Examine how paternalistic leadership affects employee morale and retention in the long run. You might want to do retrospective analyses or longitudinal studies to see how relationships change in the workplace under paternalistic leadership

## Conclusion

Paternalistic leadership promotes favourable results including greater employee happiness and enhanced trust. It is typified by a blend of authoritative decision-making and helpful direction. Workers who experience paternalistic leadership frequently express feelings of loyalty, support, and value toward their managers and the company. There could be disadvantages, though, such as the possibility of being overly reliant on the team leader and restrictions on team members' ability to be creative and innovative. Cultural differences also come into play; paternalistic leadership is viewed more favourably in societies that place a premium on hierarchy and collectivism.

According to research, workers who experience paternalistic leadership frequently express greater levels of loyalty, organizational dedication, and job satisfaction.

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