

## **Paternalistic Leadership in Workplace? A Cross-Cultural Review for Future Research**

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### **Abstract**

Researchers have always proposed leadership as an important concept in management and as a significant tool for developing positive employees' behaviors. And paternalistic leaders may demonstrate authoritarianism, benevolence, and morality in their actions that may positively affect the entire organization. With its traits and management style, this sort of leader has the ability and authority to influence people, empower them, and make them loyal to their organization, thus enhancing the organization's performance. This study determines the role of PL on organization level and discuss what impact it brings on employees' behaviors. Moreover this study also studies the impact of PL across different cultures. The study examines the leadership style in context of Asian and Western societies and found that most of the Asian countries exhibits paternalistic leadership styles in their organizations which in turn increases their performance as well as increases the overall satisfaction of their workers. Whereas, the western culture is reluctant to use paternalistic leadership in their working environment and tend to use other leadership styles such as democratic or autocratic. This difference of the styles is due to the cultural differences in both the parts of the world. So, we can state that culture greatly influences the leadership style in workplaces and managers need to understand which style is most suitable for their culture as well as for the workplace to get better results.

**Keywords:** Paternalistic Leadership, cross-culture, leadership styles.

## **Introduction**

Leadership has always been an important concept in management literature and considered as a center of progress in any business environment. More than ever, leadership is the need of today because leaders can direct people to do their job effectively and efficiently because people tend to respond only to suitable leadership style and approaches (Likhitwonnawut, 1996). Leaders possess different styles and approaches according to differences of cultures and context (Jing & Avery, 2008). Culture and leadership determine the appropriateness of styles that must apply according to certain situation and for the desired results, leaders must know the relationship of these to succeed. An ideal leader provides the organization with direction, cohesiveness, energy and support to endorse the change in the overall organization learning and bring positive change (Tushman & Nadler, 1986).

There have been different types of leaders explained by the researchers based on their traits such as assertive leaders, cooperative, decisive, and dependable possessing skills like intelligence, creativity and persuasiveness etc. Others explained leaders can be: autocratic, charismatic, bureaucratic, participative, laissez-faire, transformational democratic and transactional leadership (Mosadeghrad, 2003). Leadership is an influential relation among followers and leaders towards their mutual goal what they want to achieve. Leadership is not an act or set of acts, it is a process to influence others through your leadership abilities. Leaders influence people and environment around them and it has now goes beyond just meeting goals. There is purpose that creates vision that connects followers with leaders who might have different individual goal. Numerous studies about leadership arguing different aspects of it on performance, people and organizations as some of the most discussed styles are stated here. The Laissez-Faire is one of the most discussed style by different researchers. This style lacks direct supervision and regular feedback as they provide very little supervision and feedback to those under him. This style hinders the production of those employees who need training and guidance. So the employees should be very experienced and well trained to fall under this category of leadership who need little or no supervision at all, otherwise they can lead to poor performance and increasing costs for the organizations. Then there are autocrat leaders who take all decisions themselves without taking input from others and impose their authority on people under them. No one has the authority to challenge them and have to follow orders. Employees who are creative and need the organization's support in their ideas detest

this style of leadership. In converse, democrat leaders are those who makes decisions after taking input from employees. These leaders boosts the morale of their employees and are the best choice for creative employees. These type of leaders considers their employees an important part of organization and support them in their ideas and work. Transactional leaders are one who gives reward and provide punishment on the basis of certain tasks performed and its results. These leaders have set predetermined goals and patterns to achieve that goals and members have to follow them. If employees perform well, they are given incentives, bonuses etc. Then there are transformational leaders who depends highly on communication from management to employees to meet goals. These type of leaders motivate their employees and increase their efficiency through communication and high visibility. They require the involvement of employees and management and focus on bigger picture to meet organization goals rather than smaller individual goals.

These styles of leadership have been mostly discussed by researchers in their studies in order to find that what could be the most suitable leadership style for organization success and for employee's betterment in terms of performance and effectiveness for organizations. But other than these styles of leadership, there are other styles that effect the organization's performance and its employee's morale and motivation level in a better way and is not widely discussed by researchers as these styles, paternalistic leadership is the style that we focus on our study mainly and what impacts this style makes in employees performance and on organization as a whole.

### **Significance of Leadership in Business**

A business having right strategies and qualified personnel's is not enough to succeed it must have the right leadership to fit that best qualified professionals with the right business strategies to work well to meet the business goals. Leaders are expected to perform the role of steering the business in the right direction and to make a business successful. Most of the organizations have vision, mission and strategies to achieve them. But there is hell of the difference between having plan on paper and execution of that plan in practice. And here comes the need of leadership who implement those plans from paper to practice to help the company or organization to reach there where they want to reach. A leader is an inspirational person who inspires others to follow him and to reach their goals. If leader is positive then he can inspire people positively with his attitude that may make them able to achieve what the organization requires.

An effective and extrovert leader is one who is able to identify creativity and innovation and is not reluctant to take risk. Every person have some abilities and hidden talents in themselves. And a good leader is one who is able to identify those talents and is always encouraging his people to be more creative and efficient. A good leader can act as a catalyst for a business and can turn it around with his great vision and far-sightedness. A good leader always looks at the bigger picture as he always looks out for the business interest to ensure that it is profitable for business rather than his own benefit and his decisions based solely on the good for organization and for his people.

### **Paternalistic Leadership**

Paternalistic leadership is a thriving research subject in management literature, although there is a lot of disagreement among authors about the effectiveness of paternalistic leadership in workplace. Different authors defined it in different ways, but typically researchers referred to it as “a style that combines strong discipline and authority with fatherly benevolence” (Farh & Cheng, 2000). A paternalistic leader acts as a parental figure by taking care of its employees as a parent would and acts like a father with a combination of authority (Westwood & Chan, 1992). A paternalistic leader has a great concern for his people and provide them guidance, support, nurturance and care and in turn he receives complete trust and loyalty of his workers. Workers under this leadership styles are expected to be committed to leader and whatever their leader does because of the extremely solid relationship between them. They are also expected to remain in the company for a long run under this leadership style because of the behavior and consider themselves helpful and loyal to each other. A paternalistic leadership is divided into three dimensions: authoritarianism, benevolence and morality where authoritarianism refers to absolute authority, benevolence refers to concern and care for people and morality refers to virtue, self-discipline and unselfishness.

### **Significance of Paternalistic leadership in business**

Paternalistic leadership style is the leadership style that most of the leaders require. This type of leader has the skills and power to influence the people, empower them, and make them loyal to their organization and ultimately increasing the organization’s performance with its characteristics and management style. Firstly as a leader, most important thing is to influence the people. While this style offers a great deal of power in terms of making decisions as it’s not in other styles, it has a great influence on people. Instead of telling people what to do, a paternalistic leaders makes people believe that he or she is acting on their leader’s behalf and this organization belongs to all

equally and everyone must do well to make it better for themselves and for everyone. Influence can be manifested in different ways. You can do it with your communication skills, with your hand, with your knowledge, by showing your expertise etc. Paternalistic leaders influence by acting as a parental figure for subordinates and by linking organization as a family firm.

Paternalistic leadership is a style that gets most of its subordinates in the most captivating way just like a parent would want their children to succeed, paternalistic leadership want their employees to achieve their goals to grow personally as well as professionally by connecting with them emotionally. But empowering other people is not an easy task in business environment. It requires careful balance between micromanagement and full autonomy. Whilst paternalistic leaders do not provide their employees much autonomy in decision making and setting procedures and goal, they just provide them support in their work and as they pleased. In creating loyalty, you must show compassion towards your employees. Paternalistic leadership is about making employees feel comfortable and valued and to make them believe that they are integral part of organization, and if you can't show empathy and compassionate towards your subordinates then you can't relate to them and their sufferings. Paternalistic leadership concentrates the decision making into leader's hand. A leader must have knowledge and expertise to make sound decision but as a paternalistic leader, you must be able to pick your decision very carefully that should not hurt your employees. Finally, a paternalistic leader must have solid organizational skills to deal in business environment. Since the decisions, procedures, goals and mission requires leader's full attention, it is very important that he or she must be able to keep hold of different strings. Staying on top of the organization's operations will further help generate trust among the subordinates

### **Literature Review:**

In the past, most of the researches were based on different leadership styles (i.e., transformational and transactional leadership) in Western context (Bass, 1985; Burns, 1978), paying less attention to leadership styles in the Eastern context but from the last decade, paternalistic leadership has gained much importance. The quest to find the best leadership style has always been an important part of discussion from the last few decades. (House, Hanges, Javidan, Dorfman, & Gupta, 2004), but when the research is done on different cultural context then our current knowledge seems to be limited. (Drost & Von Glinow, 1998). More than eight decades ago, the human relations movement argued that managers would focus more on their people rather than task then it can

increase their satisfaction as well as productivity. Basically they suggested the paternalistic leadership to be applied in organizations. (Follett, 1933; Munsterberg 1913).

Paternalistic leadership is one such area where more research is needed. This leadership style is an emerging research area in management literature, but there is still need to find the effectiveness of this style on practical level to consider the results of this style. There have been numerous studies of paternalistic leadership style on workplace performances, employee's performances, employee's commitment, ethical behavior, etc. in different countries of Asia as well as on western countries that can suggest the contribution of this style on overall organizations. Martinez (2003) suggested that PL provides a leader with subtle control over their subordinates and flexibility also in meeting employee terms. Leaders provide their subordinates with support and help inside and outside the organization and take decisions based on welfare of both. There have been numerous studies on paternalistic leadership and its effects on different workplaces and people. Pallegriani and Scandura (2008) suggested that paternalistic leadership is used as both unidimensional and multidimensional tool in the past and it found to have a positive impact on job satisfaction of employees, motivation and goal settings. Pallegriani, Scandura and Jayarama (2010) explained that paternalistic leadership has significant positive impact in performance but in India, not in US or western countries. It may be because of the fact that parents or parental figures are given more importance in Asian countries rather than western countries. From the last decade, there has been extensive research on PL and now it has been widely used in organizations and results suggested that benevolence and morality increases the effectiveness of leadership and resulted favorable outcomes (Niu et al, 2009). Saher et al (2013) also supported it in her study in Pakistani context about paternalistic leadership relation with commitment of employees and found that paternalistic leadership is associated positively with the commitment and it increases care and concern for employees and leaders feel for their employees, which make employees committed towards organizational goals so it also supports the enhancement of employee's performance. Mussulino and Calabro, (2014) researched on PL and what impact it creates on family firms and resulted that in countries like Spain or most Latin countries, there are closely knit families and that is why they exhibit high loyalty to their families whereas in western countries where families are weaker, they exhibit weaker connection between them so even benevolent and paternalism could also negatively affect the results. However the generalization across cultures needs more research on paternalism. Another study discussed the paternalistic leadership on father-daughter relation and gender

diversity in family firms and suggested that gender diversity plays very important role in succession of firms and as daughters are more involved as owners of family firms, it is important to adopt the suitable leadership style as it also depends on gender of the successor because male and female both have different mindsets and will affect the success of the organization. (Cicellin et al, 2015). Mansur et al, (2017) suggested that PL is not universally applied because it shows significant different results across different cultures and also PL's dimensions showed distinguished results on employees as benevolent could be most effective.

Chen et al (2014) in his study on trust in Chinese leaders suggested that benevolence and morality are positively associated with performance both in role or extra role whereas authoritarian is negatively associated with performance. Also, affective trust provides the mediated role between moral and benevolent leadership style with performance but did not mediate between authoritarian style and performance. Ozcelik and cenksi, (2014) studied on paternalistic leadership on job embeddedness and performance and suggested that the second dimension of PL effects negatively performance and also there was partial support in influencing job embeddedness and performance. Otamis, (2015) studied on paternalistic leadership on small tourism business performance and found that it positively influences the business of tourism. Chou et al, (2015) in his research studied on three paternalistic leadership profiles and its impact on subordinates performance and intentions of the jobs and found that authoritarian moral leadership was most common followed by moral-benevolent leadership. However, authoritarian was least prevalent low on both morality and benevolence. Fitting the subordinate responses with moral-benevolent styles was directly related with greater supervision, commitment, better performance and lowering the intention to leave the job. On the other hand, authoritarian associated with greater intention to leave the job .So there was considerably different subordinate's results with different leadership profiles. Cheng (2013) also discussed the implications of PL with its three components on four East Asian countries and found that cross cultural generalizability and applicability of PL style needs more strong assessment invariance. Aycan et al (2013) studied in same context and revealed that the PL in those countries where there is collectivism cultures whereas weaker in those cultures where individualism is supported. So the relationship also depends on leadership style that you are adopting according to cultures can effect also. WU and tsai (2012) suggested in their research on paternalistic leadership on ethical climate in Taiwan and found that it has positive relation with climate as employees feel more motivated and shows better performances. Cheng and Wang

(2014), also studied the impact of PL on ethical climate of organization and team identification and argues that benevolent style fully supports the ethical climate of organization and team whereas authoritarian partially mediated with team identification and climate of organization.

Cheng et al (2004), explained that paternalistic leadership style strongly and positively affects the subordinate's responses and benevolent leadership has the most significant effect on subordinate gratitude and behavior. Irawanto (2012) also supported these findings on his research on public sector by adopting the same model as used by Cheng. Paternalistic leadership enhances the commitment of employees regarding their work that directly effects performance of the employees as well as organization. Also the climate regarding ethics plays a mediating role between commitment and paternalistic leadership (Erben and Guneser, 2007). Rehman and Afsar in 2012 supported the same argument in Pakistani context that PL is positively influencing the commitment as well as citizenship behavior of employees in SME's in Pakistan. Another Pakistani study also suggests that paternalistic leadership increases the motivation level of employees that urges satisfaction and innovative behavior in employees which then significantly effects the resulted outcome (Anwar, 2013). In another study, Wu et al (2012), argued that paternalistic leadership also creates a trust between subordinates and leaders which then positively influence the performance and organization citizenship behavior. Chen and Kao (2009) researches on the effects of leadership styles on psychological health of employees and found that authoritarian style effects negatively on health of employees whereas paternalistic leadership style positively effects the psychological health of the employees. Workplace bullying is another factor for negative effects on employees as Soylyu, (2010) argued that paternalistic leadership discourages the workplace bullying and employees feel safe because the leaders encourages senior family like behavior. Liao et al, (2016) argues about the dimensions of PL that moral leadership is positively associated with psychological contract whereas authoritarian leadership is positively associated with employee's turnover intention. Also, PL is fully mediated by psychological contract and turnover intention. Oner, (2012) argues in Turkish context and suggested that PL is significantly related with servant leadership as both are people oriented styles demonstrating culture specification that leaders held. Also, all dimensions of servant leadership style showed strong positive relation with PL construct. In another study, PL's effect on workplace loneliness, work engagement and family conflicts among Turkish air traffic controllers were studied which suggests that work engagement mediates the PL workplace loneliness and PL style reduces the workplace loneliness and work family



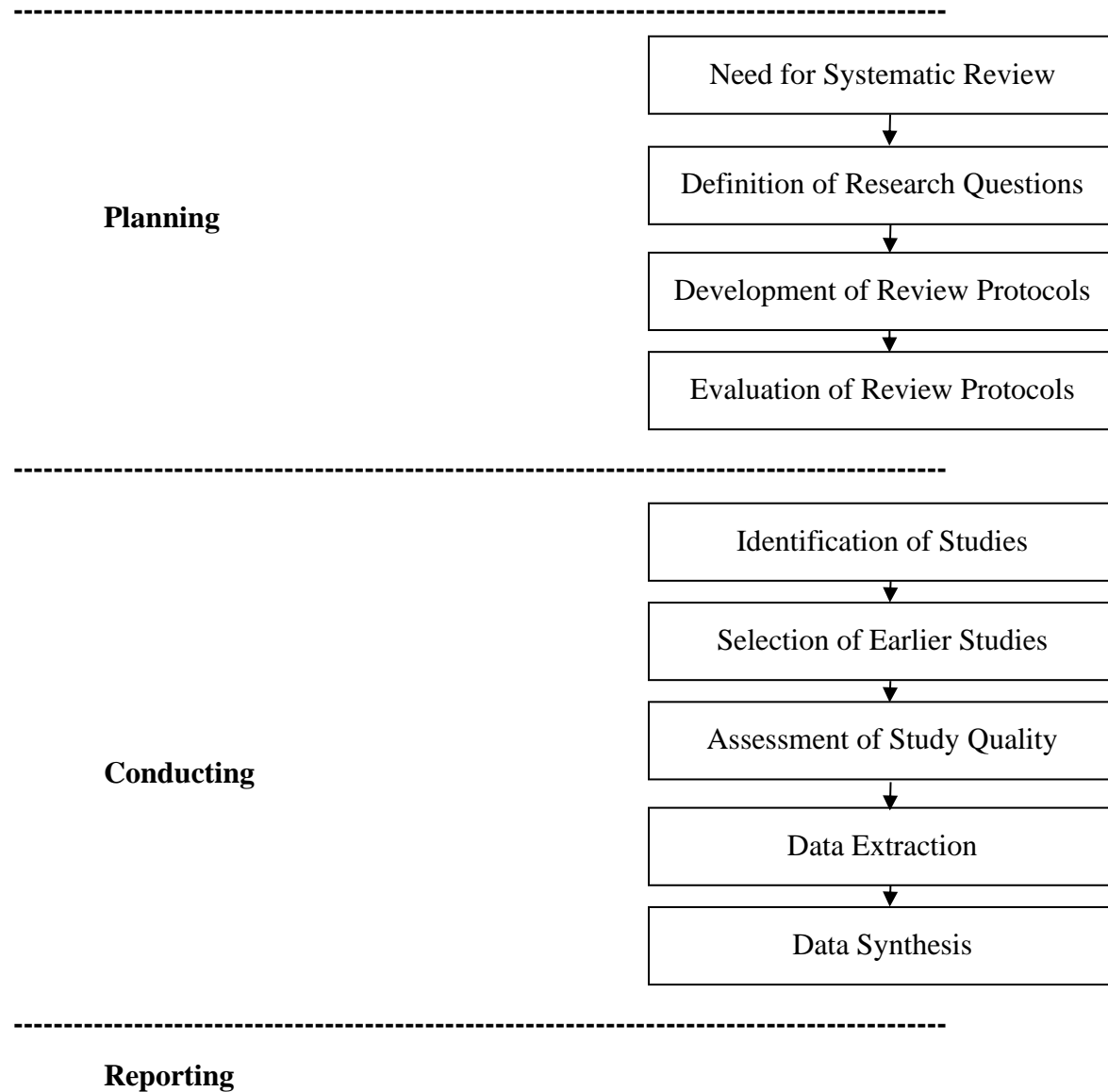
conflicts of traffic controllers by increasing work engagement (Oge et al, 2017). Top et al, (2015) investigates the intensity level between PL and servant leadership on culture of a nation, organizational commitment and responses of subordinates and found that there is strong relation between servant leadership and responses of subordinates whereas there is weaker relation between PL and traditional national culture. In a study of small firms in Hong Kong, Sheer (2012) suggested that paternalistic leadership three dimensions predicts high positive employees outcomes as a whole but in Hong Kong, it showed inconsistent correlation. So they argued that its effects can be restricted. Simon Chan (2013) discussed the paternalistic impact on employee's voice in organization and suggested that moral leadership is positively associated with employee voice and authoritarian style negatively associated with employee's voice. The results also suggested that information sharing also supports the relation of moral leadership and employee voice and it increases with information sharing with employees.

Zhang et al, (2015) also studied on impact of PL and employee voice and suggested that LMX and status judgement mechanism simultaneously effects the PL behaviors with employee's voice. Authoritarian PL decreases with status judgement and LMX while moral and benevolence style positively influences LMX and status judgement. Lee (2016) further studied in same context and argued that moral leadership is positively influencing the employee voice whereas authoritarian leadership negatively influences the employee voice in organization. Karlessen, (2015) researched on the impacts of expatriate paternalistic leaders on small firms of Europe in India and found that these companies have picked up something from both the countries like caring and concerning for employees from India and policies structures and work hours were defined in Western way. This seems contradictory and shows that companies can use both styles from both countries for good performance. Ozer (2013) studied the effect of paternalist leadership on organizations perceived uncertainty and found that PL negatively effects uncertainty. Male employees perceive their leaders more paternalistic than female employees and on the other hand female managers perceive their leaders more paternalistic than the ones who have male managers. Lu et al, (2015) studied on paternalistic leadership in culturally diverse teams and suggested that Perceived intercultural diversity is negatively related to intercultural communication openness which in turn positively related to information and team creativity. Leader benevolent paternalism attenuates the negative relation between intercultural diversity and intercultural communication openness Fu et al (2013) studies the impact of PL on innovation and suggested that authoritarian negatively influences the

innovation and benevolence has a direct positive influence on innovation. Tian and Sanchez, (2017) argues in the same dimension and found that benevolent and moral leadership associates positively with employees affective trust, knowledge sharing and innovative behavior. Zhou (2016) studied the paternalistic leadership on organization control and group creativity and argued that PL enhances the organizational group activity and enhances the work control in East culture and it can be motivated by intrinsic rewards. Also national culture moderates the relation between intrinsic motivation and organizational control. Hawaas (2017) studied that impact of PL on employee feedback orientation and found that PL is related positively with feedback utility, awareness, accountability and self-efficacy. Also, workplace mediates the role of feedback orientation. Ugurluoglu (2018) further studied the effects of PL on workplace and suggests that it has a direct impact on job performance and intention to leave the job. So it can be suggested that all healthcare organization leaders should emphasize benevolence if they want to increase their subordinate's performance and to minimize the intention to leave the job also.

**Methodology:**

This study used systematic review as a method of research which is a way to identify, assess and analyze the past studies in the process of investigating a new research study. (Kitchenham, Charters, 2007; Staples, Niazi, 2007). Tranfield, Denyer, Smart, (2003) suggest systematic review as a good research for both academic and practitioner communities. The important steps included in the systematic review are as follows (Kitchenham, Charters, 2007).



**Fig. 1.** Systematic review process

**Research questions:**

The researchers formulated following research questions to achieve research objective.

RQ1: What types of influences PL causes at organization level?

RQ2: What PL influences positively?

RQ3: What PL influences negatively?

RQ4: Does PL influence varies across cultures?

RQ5: How does PL behaves in Family Firms?

### **Protocols for Systematic Review:**

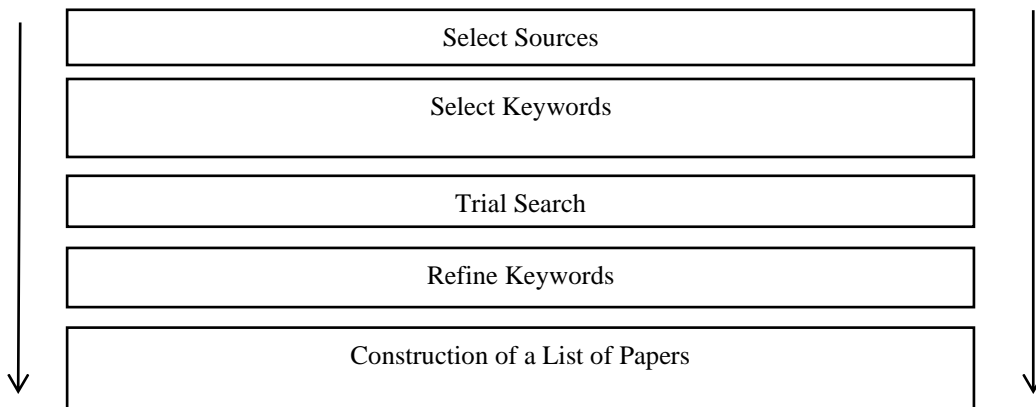
Researchers defined protocols to execute systematic review and to control researchers' biasness.

### **Identifications of studies-method:**

Formal search strategy has been used by researchers to identify relevant studies. A flowchart explained this search strategy in fig.2. At first, the researchers searched electronic research databases. The databases were Google Scholar, JSTOR, Emerald, Science Direct, Springer Link, SAGE Journals, Wiley Online Library and Taylor & Francis. After that a list of studies and the journals in which they were published were prepared. These journals were searched to collect other related studies. Each issue of those journals was searched to make sure that none of related study missed while searching. The journals were Journal of management, Group & Organization Management, Psychological Reports: Human Resources & Marketing, Human Relations, Journal of Cross-Cultural Psychology, Group & Organization Management, The leadership Quarterly, Journal of the Ibero American Academy of Management, Asian Journal of Social Psychology, Journal of Business Ethics, The International Journal of Human Resource Management, Asian Journal of Social Psychology, Journal of Management History, Journal of business ethics, Journal of Organizational Behavior,, The International Journal of Leadership in Public Services, Leadership & Organization Development Journal, Journal of Business Management and Applied Economics, Management Communication Quarterly, Management and Organization Review, Journal of Business and Management, Journal of International Business Studies, Asia Pacific Management Review, National Culture and Groups, Management Research Review, Journal of World Business, Journal of Air Transport Management and Journal of family business strategy.

The keywords used to retrieve the relevant studies from literature of leadership have been derived from research questions. These keywords and terms were "Paternalistic leadership", "Paternalistic leadership effect on organization or performance" etc. For the sake to miss none of the relevant studies of paternalistic style effects in different cultures, researchers used other keywords and term also (e.g.; "paternalism in Asian countries", "paternalism in western countries") and different combinations of those. The titles and abstracts of the research papers are also studied carefully to

make sure the studies are appropriate for this review. The references of each research paper have also examined carefully. After selecting journals and keywords the researchers identified studies that are on paternalistic leadership and its different contingency perspectives regarding their relationship with factors like organization performance, health, commitment, loyalty etc. and also on different aspects of culture of this style. Researchers examined all the selected journals and finally identified 92 relevant studies.



**Fig 2: Selection of Studies Method**

### **Selection of studies:**

The researchers used search strategy (fig 2) to select 92 relevant studies for this systematic review. Studies that meet the following criteria are being the part of this systematic review.

- (a) Empirical, Conceptual, Review or Meta-analysis, and Overview that focused on paternalistic leadership in different perspective
- (b) That include full English language text
- (c) Research studies published in peer-reviewed journal, irrespective of the year of publication

Those 92 identified studies are then compared to the selection criteria to determine the eligibility of studies. The researchers scrutinized articles and categories them either “Included in Review” or “Excluded from Review”. The articles that fulfill the selection criteria are being categories as “Included in Review”, whereas the articles that do not match with this criterion are being categorized as “Excluded from Review”. Some of the articles do not clearly match and unmatched from this selection criteria, the researchers include that studies in another category “Possible inclusion”. Some are completely based on other styles or theories of leadership. These articles are

grouped in a category named “Theory-based”. The Theory-based articles are further used by researchers to seek theoretical background and different implications of theories on Paternalistic leadership relationship. In the second step the researchers assess quality of studies included in review and possible inclusion. Research studies that didn’t meet quality standard are excluding from this systematic review. After scrutinized, 44 studies were selected for this review because those completely fulfill the selection criteria. Among these 44 studies 43 are Empirical studies, while one is Review study. Selection procedure is in fig 3.

### **Assessment of study Quality:**

During data-extraction process the quality of each study was assessed by using some quality measure questions. These 44 articles must have good quality in comparison to these questions.

QA1- Has the aim of research been explained properly?

QA2- Has the study explained well its research approach?

QA3- Is the study clearly describes the context in which it is executed?

QA4- Has the study clearly stated its findings?

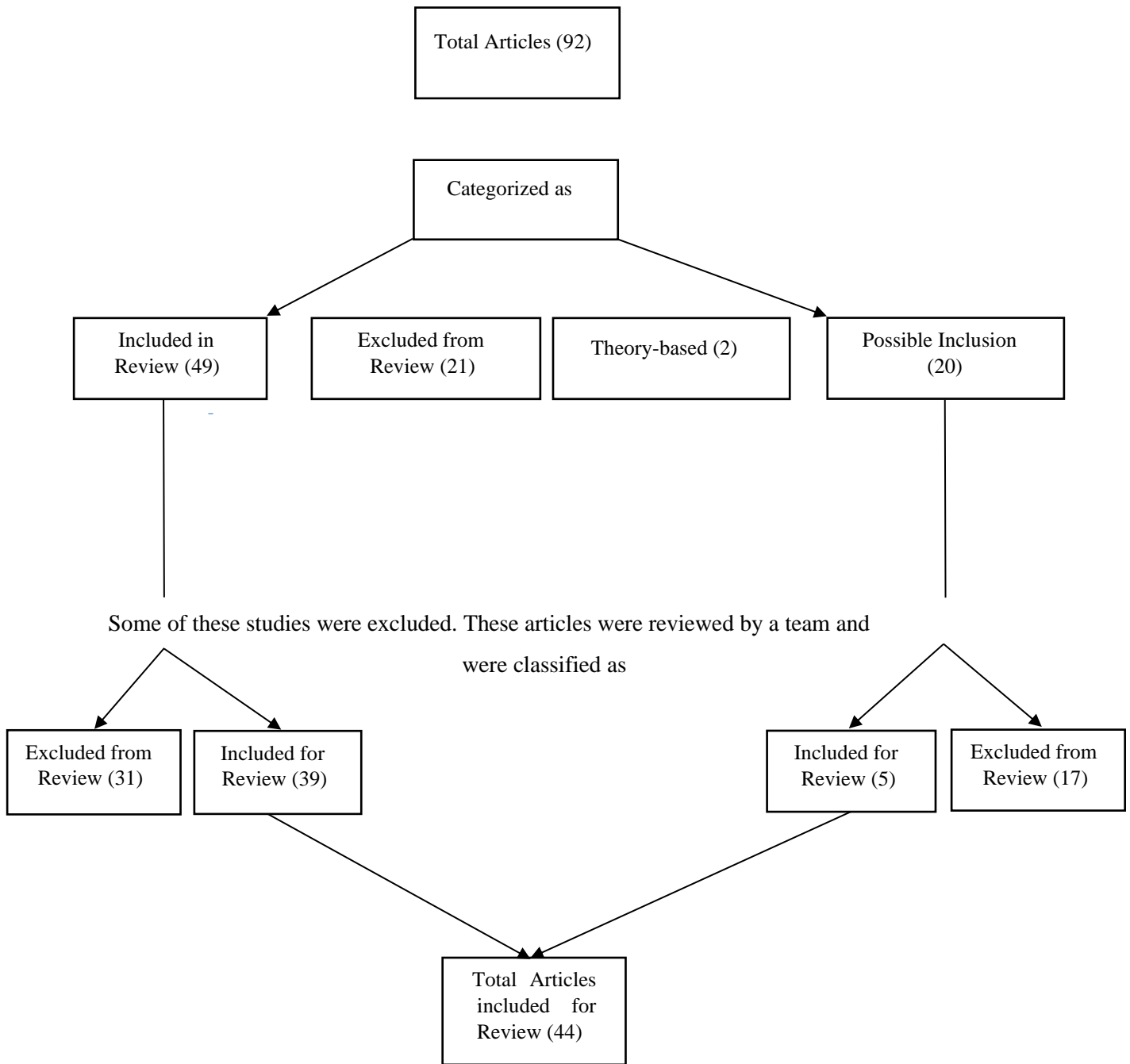
### **Data extraction process and analysis strategy:**

The researchers conduct analysis in multiple rounds. In the first round the researchers prepare a list of parameters selected from studies included in review. The researchers were in agreement with 70percent of the parameters they listed individually. They then discuss to reach a consensus about the parameters that are relevant to the research questions. They then have 75percent consensus on the selected parameters. These parameters were different measures of independent and dependent variables, theoretical background and the main findings of the selected studies included in review. The data is extracted on these final four parameters that show in research questions. Every researcher has a compiled table from which they extracted data by analyzing table again and again thoroughly. In the second round of data extraction and analysis, researchers independently identifies which are the main factors associated paternalistic leadership style. The researchers’ initial level of agreement was 88percent. After discussion they reach a consensus on the major factors that associated with paternalistic leadership. In the third round, once the

researchers have identified repeatedly the factors included, they collect the relevant findings of each study and analyzed the studies consistencies and inconsistencies independently. The initial agreement of researchers was 95percent. Then they discuss the differences and approach consensus. They thoroughly analyzed the finding of studies to determine consistencies and inconsistencies in the Paternalistic leadership described in studies included in review.

**Data Synthesis:**

The relevant information from all 44 studies were then summarized and integrated to have common points of observation and to fulfill the objective of this research. The database was created and arranged in a systematic way to create a firm foundation for the study. The results are reported next.



**Fig.3. Data Synthesis**



### **Findings and Discussions:**

Several studies examining the role of paternalistic leadership in different types of organizations were reviewed and their results were drawn. On the basis of these studies, the analysis is made. Most of the studies examined that the paternalistic leadership has a very positive and strong effect on subordinate responses and commitment which significantly increases their performances. This study consists of researches from western countries like USA, UK and Asian countries like Pakistan, India and China and other countries like Taiwan, Turkey, and Italy etc. The results suggested that most of the Asian countries exhibit paternalistic leadership styles in their organizations and which in turn increases their performance as well as increases the overall satisfaction of their workers. Whereas the western countries are not very reluctant to use the paternalistic leadership style in their working environment and tend to use other styles such as democratic or autocratic. This difference of the styles could be because of the differences of cultures in both the parts of the world. As Asian people exhibit some personality traits like caring, feeling and respect for their elders, that is why they show a great response to paternalistic leadership style as shown in these studies. On the other hand, western countries exhibit characteristics like punctuality, task-related commitment and equableness so they don't really consider their leader as a parental figure as considered by Asian people which in turn lowers the use and response of paternalistic leadership style in these countries. Other than these countries, Taiwan, Turkey, Italy and Egypt also show the significant positive relation between paternalistic leadership style and their working environment as it positively influences their employees' performance and also reduces the intention to leave the job so makes their employees loyal to their company also. So we can say that paternalistic leadership style behavior varies according to the difference in cultures of the respective countries and can't be generalized on all over the world as a unidimensional consistent response.

On the basis of results and findings, we constructed different research objectives examining the role of paternalistic leadership. RQ1 examines the influences PL causes at organization level. The results suggested that PL significantly influences the performance of organization's employees and also the performance of organization as a whole. PL strongly influences the commitment level of employees and they consider themselves more important part of the organization. PL has the significant effect on subordinate responses at organization because paternalistic leadership style

makes them more loyal to their organization. PL in the organization influences the leader-member exchange as it promotes participation in the organization which in turn significantly effects organization overall commitment and also makes the organization climate more ethical. PL also behaves strongly with the psychological health of employees as they feel good for themselves and for the organization, it also influences their organization citizenship behavior in the organization. PL significantly influence the employees outcome as well as employees voice in the organization. Other than these factors, PL has an influence on job embeddedness, job satisfaction, innovation, employee's performance, commitment and loyalty level of employees, employee's intention to leave the job, organization control and organizational creativity etc. The second research question is based on the first question and describes further in detail that what PL influences positively. PL style positively influence the subordinates performance and responses, also benevolence is most positively influencing the subordinates gratitude and repayment responses. PL is positively related with leader member exchange (LMX), job satisfaction, obligation, employees attitude and goal settings. PL positively states the psychological health for Chinese employees at home. PL style has a significant positive relation with organization citizenship behavior and employees commitment level in small enterprises in Pakistan. Paternalistic leader's benevolence and morality can enhance leadership effectiveness as their employees will see them as their mentor and parental figure which will increase their worth as a leader in the eyes of their employees and it enhances their leader's value and effectiveness for them. Benevolence and morality increased subordinates' deference to supervisor and work motivation. Also, it interacted to affect the same employee outcomes. Specifically, moral and benevolent leaders elicit more positive employee's outcomes rather than other leadership styles. PL style positively effects the satisfaction level of employees and also influences positively leader-member exchange and enhances participation level in the organization. PL enhances the employee's voice in the organization and make them feel more important part of organization which in turn will increase their comfort level and it will allow them to generate new ideas and promote creativity and innovation in organization. Other than these, PL positively influence employee's morale, employee's commitment, employee's satisfaction, employee's performance and motivation level etc. The third question is based on the fact what PL influences negatively. The moral and authoritarian styles of the Chinese paternalistic leadership contributed negatively to psychological health in the workplace because employees may feel comfortable about their work and will not take their work seriously under paternalistic leaders.

Perceived intercultural diversity is negatively related to intercultural communication openness which in turn positively related to information and team creativity. Leader benevolent paternalism attenuates the negative relation between intercultural diversity and intercultural communication openness. Paternalistic leaders negatively influence creativity by creating relationship and which in turn can negatively influence performance also. That is why western countries doesn't prefer this leadership style because they are more task oriented countries rather than people oriented. The fourth question is based on the fact that how PL influence varies across cultures. PL style definitely acts differently according to cultures. Because Asian countries are more people oriented countries, therefore they shows a great response with paternalistic leadership style. On the other hand, western world not care for the relations because they are more a task oriented people. That is why PL shows a significant positive response in Asian countries like Pakistan and India but not in Western countries like US. Paternalistic leadership may not generalize across cultures. Some studies argues that PL relation with cultures were same as transformational and participative leaders but it is not true. PL is not universally applied in all cultures because it showed quite significant results in different cultures. PL shows positive shades in Asian context while it shows significantly negative shades in Western context. So PL varies across cultures and can't be generalize. The fifth and the last research question in this study argues that how PL behaves in Family Firms. In the family firms, PL's three dimensions (authoritarianism, benevolence, and morality) were internally convergent; managers exhibited reasonably high levels of PL, and PL as a whole predicted positive employee-perceived outcomes. Whereas In the HK family firms, PL's three dimensions showed inconsistent correlations, greatly similar to the extant findings. The findings also showed that the second factor of paternalistic leadership (austere) is negatively associated with in-role job performance in family firms. In Spain or most Latin countries, there are closely knit families and that is why they exhibit high loyalty to their families whereas in western countries where families are weaker, they exhibit weaker connection between them so even benevolent and paternalism could also negatively affects the results. However the generalization across cultures needs more research on paternalism. In the family businesses, it is very important to adopt the correct leadership style because you have to deal with closely related people as well as you should take your business decisions well at the same time so you have to be very careful in adopting your leadership style in family firms.

After analyzing the studies of family firms, we found that family firms exhibit the characteristics of paternalistic leadership and shows high level of loyalty, connection and commitment in some context while opposite in some context, so it can't be generalize that it is good or bad for firms to be involved in family businesses as it mainly depends on your leadership method and style that how you handle your organization's activities and decisions. So, this study discussed the relationship between paternalistic leadership and different organizational outcomes and subordinate responses to this style. Firstly, the study found that the paternalistic leadership is very effective in Asian countries and significantly improves the performances of their employees as well as overall organization's performances. Also PL style improves employee's commitment and loyalty with the organization and increases their satisfaction level mentally and physically. However the results were different in the case of western countries as PL style is not a preference for these countries. Secondly, we found that all the three paternalistic leadership elements shows positive results on responses of subordinates. Specifically, benevolence showed the most positive results among the all three dimensions of PL and has the most powerful impact on job performance as well as on subordinate loyalty level. The analysis also shows that authoritarian style only matters for authority oriented employees and of course it is not as much stronger as in case of moral and benevolence leadership. Thirdly, we can say that the results varies according to significance difference in cultures of Asian and western countries. Asian countries prefer more a flexible working environment as well as they exhibit a stronger relationship between leaders and subordinates and values their relationship and bonding whereas Western countries have a fully concise working environment where there is no concept of leader as a parenting figure as they only value you for your work. Finally on the basis of our results and findings, we can elaborate that paternalistic leadership style is mostly preferred in Asian countries or countries where there is a concept of respect, dignity, building relationship, caring or considering subordinates and leaders as a family members. In these countries, PL style shows significant positive response because PL style shows consistency with their culture as they exhibit somehow similar characteristics and behaviors. On the other hand, countries which contradicts these behaviors does not exhibit PL style, also there is no effectiveness of this style because their culture doesn't promote paternalistic behavior.

**Conclusion:**

Our review of the literature on paternalistic leadership reveals an emerging and fascinating new area for research. As with all new concepts, care must be taken with conceptualization and measurement prior to substantive research. It would be of benefit to this new field of research to carefully examine existing measures and to develop consensus on a measure so that future research is comparable across studies and over time. In this review, we suggest that benevolent paternalism may represent a breakthrough in leadership research that may be generalizable across cultures. The authoritarian content in some conceptualizations of paternalistic leadership needs careful examination, because this might be questioned in certain cultures that have a more egalitarian set of values. Benevolence, on the other hand, might be a construct that has more widespread endorsement as well as practical implication. Clearly, there is a need for further research on benevolence at the workplace. The results suggested that paternalistic leadership enhances employees commitment with the job and make them loyal to their organization which in turn reduces their intention to leave the job so it reduces turnover and make the employees satisfied with their job and urges them to make their best efforts towards their job and organization which ultimately increases their performance and organization's performance as a whole. As paternalistic leadership style significantly improves the subordinate and overall workplace performance, the only setback of this style is that it can't be a sure success in every culture as this shows the significance positive results in countries like Pakistan, India, China, Turkey, where paternalistic behavior was preferred but shows not so much positive effect on countries like USA and UK where there is no such behavior exhibited in organizations. Therefore, more research needed in paternalistic leadership to show a consistent results.

**Implications:**

Researchers can use this study as a literature to study the impact of paternalistic leadership style and its implications on organizations performance, on subordinate responses, on overall workplace performance and how this style plays an important role to enhance these factors and where it serves a positive role and where it shows negative response. So, research can use this information in order to study the impact of PL style. In case of workplace, managers can use this literature as a stepping stone for their workplace activities and performances. Like managers can use this leadership style to improve their workplace and subordinates behavior and to improve the overall performance of

the workplaces. Also managers should use this style to enhance their employee's motivation, commitment and satisfaction level so that they feel an important part of their organization and work better for organization rather than himself and consider their colleagues and leaders as family members. So managers can use PL style in practical workplace to increase their subordinates performance and overall workplace performance.

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## Appendix

Serial number	Name of Authors	Title	IV	DV	Findings
1	Martinez , 2003	PATERNALISM AS A POSITIVE FORM OF LEADER-SUBORDINATE EXCHANGE	P leadership	Leader-subordinate exchange	Findings suggests that paternalism combines paternalists' benevolent acts with their subtle control over subordinates' flexibility in meeting employment terms. Leaders express benevolence through their supportiveness and by providing for employees' welfare both within the organization and their personal needs outside of the organization
2	Cheng et al, 2004	Paternalistic leadership and subordinate responses: Establishing a leadership model in Chinese organizations	P leadership	Subordinates responses	P leadership styles have a positive and strong effect on subordinate responses whereas benevolent leadership has the most significant effect on subordinate gratitude and repayment to the leader
3	Erben and Guneser, 2007	The Relationship Between Paternalistic Leadership and Organizational Commitment: Investigating the Role of Climate Regarding Ethics	P leadership	Organization commitment	1. Benevolent paternalistic leadership has a moderate effect on affective commitment and strong effect on continuance commitment. 2. Climate regarding ethics had a mediating effect between benevolent paternalistic leadership and affective commitment.
4	Pallegrini and Scandura, 2008	Paternalistic Leadership: A Review and Agenda for Future Research	-----	-----	P leadership is studied both as a unidimensional and multidimensional construct in the past. 2. P leadership is positively related with leader member exchange (LMX), job satisfaction, obligation, employees attitude and goal settings.
5	Chen and Kao, 2009	Chinese paternalistic leadership and non-Chinese subordinates 'psychological health	P leadership	Psychological health	1. The moral and authoritarian styles of the Chinese paternalistic leadership contributed negatively to psychological health in the workplace. 2. The benevolent and moral styles contribute, to some positive states of psychological health for Chinese employees at home.
6	Niu et al, 2009	Effectiveness of a moral and benevolent leader	P leadership	Leadership effectiveness and employees outcome	Results suggest that leader benevolence and morality can enhance leadership effectiveness 1. Benevolence and morality increased subordinates' deference to supervisor and work motivation, although authoritarianism was unrelated to these outcomes

					2. Benevolence and morality interacted to affect the same employee outcomes Specifically, benevolent and moral leaders elicited more favorable employee outcomes than leaders exhibiting other leadership styles
7	Pallegrini, Scandura and Jayarama, 2010	Cross-Cultural Generalizability of Paternalistic Leadership: An Expansion of Leader-Member Exchange Theory	Paternalistic leadership	Cross Cultural Generalizability	1. Paternalism has a significant positive effect on job satisfaction in India but not in US.  2. P leadership was positively related to leader-member exchange and organizational commitment. So results suggest paternalistic leadership may generalize across cultures
8	Hayek and Novicevic, 2010	Ending the denial of slavery in management history	P leadership	Effects on slavery in management history	This analysis indicates that Joseph E. Davis exhibited benevolence, authoritarianism, and, to a degree, moral paternalistic leadership with his slaves. Yet, due to his ideology and the context, he still defended slavery and Southern rights.
9	Soylu, 2010	Creating a Family or Loyalty-Based Framework	P leadership	Workplace bullying	Findings revealed that 'expecting loyalty in exchange for nurture at work' relates positively with the experience of bullying. In contrast, findings indicated a negative association between leadership involving 'behaving like a senior family member at work' and bullying.
10	WU and Tsai, 2012	Multidimensional relationships Between Paternalistic leadership and Perceptions of organizational ethical climates	Paternalistic leadership	Organizational ethical climate	Unidimensional relation between P leadership and ethical climate shows positive results whereas multidimensional may be positive or negative. Findings of this study suggested that leaders may implement specific types of paternalistic leadership to enhance the intended ethical climate in their organizations
11	Chan et al, 2012	The Janus face of paternalistic leaders: Authoritarianism, benevolence, subordinates' organization-based self-esteem, and performance	P leadership	Self-esteem and performance	We found that OBSE mediated the negative relationship between authoritarian leadership on one hand and subordinate task performance and organizational citizenship behavior toward the organization (OCBO) on the other. We also found that the negative effect of authoritarian leadership on subordinate OBSE, task performance, and OCBO was weaker when supervisors exhibited higher levels of leader benevolence. Also, OBSE mediated the joint effect of authoritarian leadership and benevolent leadership on subordinate task performance and OCBO.
12	Irawanto, 2012	Exploring paternalistic leadership and its application to the Indonesian public sector	P leadership	Public sector	Using confirmatory factor analysis the results showed that there are core similarities with the Cheng et al. model which has been tested in Taiwan. The Indonesian benevolent, moral-leadership behavior is

					substantially confirmed with the model adopted for this study. According to civil servants' perception, it seems likely that Indonesian leaders are visible and authoritarian
13	Oner, 2012	Servant leadership and paternalistic leadership styles in the Turkish business context	P leadership and servant leadership	Turkish business context	The results revealed that Turkish employees perceived a high correlation between paternalistic and servant leadership styles, demonstrating that leadership practices held by employees are strongly culture-specific. In particular, all dimensions of servant leadership construct – i.e. altruism, relationship, empowerment and participation – showed a significant positive correlation with the paternalistic leadership construct. Servant leadership attributes as perceived by Turkish employees reflect a higher degree of “people orientation”.
14	Rehman and Afsar, 2012	The impact of Paternalistic Leadership on Organization Commitment and Organization Citizenship Behavior	P leadership	Organization commitment and citizenship behavior	The results showed that paternalistic leadership has positive impact on increasing the commitment of the employees as well as improving citizenship behaviors in various SMEs of Pakistan
15	Sheer, 2012	In Search of Chinese Paternalistic Leadership: Conflicting Evidence From Samples of Mainland China and Hong Kong's Small Family Businesses	P leadership	Small family business	PL's three dimensions (authoritarianism, benevolence, and morality) were internally convergent; managers exhibited reasonably high levels of PL, and PL as a whole predicted positive employee-perceived outcomes. In the HK sample, however, PL's three dimensions showed inconsistent correlations, greatly similar to the extant findings. Consequently, PL as a whole could not be analyzed for that sample. Findings suggest that PL may be restricted only to CFBs in China.
16	Wu et al, 2012	Perceived Interactional Justice and Trust-in-supervisor as Mediators for Paternalistic Leadership	P leadership	Interactional Justice and Trust-in-supervisor	Results showed that perceived interactional justice mediated the effects of moral leadership and benevolent leadership on trust-in-supervisor. However, perceived interactional justice did not mediate the relationship between authoritarian leadership and trust-in-supervisor. In addition, trust-in-supervisor was found to be positively associated with work performance and organizational citizenship behaviors
17	Anwar, 2013	Impact Of Paternalistic Leadership On Employees' Outcome	P leadership	Employees outcome	The end result proved that the benevolent leadership has a positive impact on the job satisfaction of the employees, organizational commitment and innovative behavior. Authoritative leadership has a positive effect on the motivation level of the employees at work. Moral leadership doesn't have any positive or negative collision on employee's outcome. At the end it is proved that paternalistic leadership has a positive impact on employee outcome.

18	Simon Chan, 2013	Paternalistic leadership and employee voice: Does information sharing matter?	P leadership	Employee voice	The results indicated that authoritarian leadership was negatively, and moral leadership positively, associated with employee voice. Also, the positive relationship between moral leadership and employee voice was stronger when employees received higher levels of information sharing.
19	Cheng et al, 2013	Paternalistic Leadership in Four East Asian Societies: Generalizability and Cultural Differences of the Triad Model	P leadership	Different societies and cultures of Asia	These findings indicate generalizability of the meaning attributed to paternalistic leadership via three components, whereas the different measurement intercepts epitomize culture-specific scales across the four Asian contexts. The assessment of weak and strong measurement invariance is essential for an emerging cross-cultural research on paternalistic leadership by establishing evidence for the applicability and generalizability (including their boundaries) across cultural contexts.
20	Aycan et al, 2013	Convergence and divergence of paternalistic leadership	P leadership	Cross-cultural prototypes	Findings revealed that the PL prototype converged more strongly with authoritarian leadership and NTL in hierarchical and collectivistic cultures than in egalitarian and individualistic ones. The relationship of the PL prototype with that of transformational and participative leadership was similar across cultures
21	Ozer et al, 2013	The effect of paternalist leadership on perceived uncertainty in organizations which had gone through merger or acquisition	P leadership	Perceived uncertainty	1. The dimensions of paternalist leadership negatively effects perceived uncertainty. 2. Male employees perceive their leaders more paternalistic than female employees 3. Employees who have female managers perceive more paternalistic leadership than the ones who have male managers
22	Saher et al, 2013	Does Paternalistic leadership lead to Commitment?	P leadership	Commitment	Paternalistic leadership is positively related to commitment. P leadership increase commitment through the care and concern of leader about their employees, which can be helpful in achieving organizational goals
23	Fu et al, 2013	The impact of paternalistic leadership on innovation	P leadership	Innovation	The results show: authoritarianism has a directly negative effect on exploitative innovation and positively moderates the effectiveness of exploitative innovation; benevolence has a directly positive effect both on exploratory innovation and exploitative innovation; benevolence negatively moderates the effectiveness of exploratory innovation and positively moderates the effectiveness of exploitative innovation.
24	Cheng and	The Mediating Effect of Ethical Climate on the Relationship	P leadership and team identification	Ethical climate	Results showed that the average paternalistic leadership had a significant impact on the team identification at the team level. Moreover, the results indicated that the ethical climate of benevolence

	Wang, 2014	Between Paternalistic Leadership and Team Identification			fully mediated while the ethical climate of egoism partially mediated the relationship between authoritarian leadership and team identification. Also, the ethical climates of benevolence and principle had a partial mediating effect on the relationship between benevolent leadership and team identification as well as moral leadership and team identification, respectively, but the ethical climate of egoism did not play a significant role.
25	Humphreys et al, 2014	Integrating Libertarian Paternalism Into Paternalistic Leadership	P leadership	Integrating Libertarian Paternalism	We discovered that the paternalistic leadership of H. J. Heinz lacked the degree of coercion and intrusion found in other paternalistic leaders of the period, even when compared with those motivated by benevolence. As this resonated well with current notions of libertarian paternalism, we analyzed the paternalistic leadership style of Heinz alongside contemporaneous archetypal exploitative (George Pullman) and benevolent (Henry Ford) paternalistic leaders. We interpret the historical evidence to integrate the emergent idea of libertarian paternalistic choice architecture into a more comprehensive typology of paternalistic leadership.
26	Chen et al, 2014	Affective Trust in Chinese Leaders	P leadership	Employee performance	Result suggested that while the benevolence and morality dimensions of paternalistic leadership are positively associated with both in-role and extra-role performance, the authoritarian paternalistic leadership dimension is negatively related to subordinate performance. Furthermore, affective trust mediated the relationship between benevolent and moral paternalistic leadership and employee performance but did not mediate the relationship between authoritarianism and employee performance
27	Ozcelik and cenksi, 2014	Moderating Effects of Job Embeddedness on the Relationship between Paternalistic Leadership and In-Role Job Performance	P leadership	Job Embeddedness and job performance	The findings showed that the second factor of paternalistic leadership (austere) is negatively associated with in-role job performance. In addition, partial support was found about the moderating influence of job embeddedness on the relationship between paternalistic leadership and in-role job performance
28	Mussolino and Calabro, 2014	P leadership in family firms	P leadership	Family firms	Results suggested that in Spain or most Latin countries, there are closely knit families and that is why they exhibit high loyalty to their families whereas in western countries where families are weaker, they exhibit weaker connection between them so even benevolent and paternalism could also negatively affects the results. However the generalization across cultures needs more research on paternalism.

30	Otamis et al, 2015	The relationship between paternalistic leadership and business performance in small tourism businesses	P leadership	Small tourism business	This study proposes a model that researches the relationships among the paternalistic leadership behaviors of the owner-manager of small tourism businesses (STB), the affective commitment of the employees to the organization, and business performance
31	Top et al, 2015	Investigation Relational Levels of Intensity Between Paternalistic and Servant Leadership Styles and National Culture, Organizational Commitment and Subordinate Responses or Reactions to The Leaders Style	P leadership	TNC, OC, SR	The strongest relations are between the subordinate response and the servant leadership The weakest relations are between the traditions national culture and paternalistic leadership
32	Chou et al, 2015	Paternalistic Leadership Profiles: A Person Centered Approach	P leadership	Leadership profiles	Results indicated the prevalence of three leadership profiles: most common was a moral authoritarian leadership profile (60.1%), followed by a moral-benevolent leadership profile (29.1%). Least prevalent was an authoritarian leadership profile (10.8%) low on both morality and benevolence. The probability of subordinate responses fitting in the moral-benevolent leadership profile was associated with greater supervisor identification, more occupational commitment, better task performance, and lower intention to leave; probability of subordinate responses fitting the authoritarian profile was associated with greater intention to leave. There was considerable variability in leadership profile perceptions for the same company commander rated by different subordinates
33	Zhang et al, 2015	Paternalistic leadership and employee voice in China	P leadership	Employee voice	Result shows that LMX and status-judgment mechanisms could work simultaneously in transmitting the influences of paternalistic leadership behaviors to employee voice. 1. Authoritarian P leadership reduces employee voice by reducing status judgement. 2. Benevolent p leadership encourages employee voice by enhancing both LMX and status judgement 3. Moral p leadership positively influence employee voice through LMX processes.
34	Cicellin et al, 2015	Gender diversity and father-daughter relationships	P leadership	Family firms	Gender diversity as it plays a role in the richness and complexity of the succession process. Given the increasing number of daughters involved as owners in family firms, the model we present in this article could offer new insights for management succession. The main idea presented



					in this article could provide some suggestions for family business owners. In our opinion, it is very important to identify the most effective leadership style for the predecessor to adopt, depending on the gender of the successor. It also seems essential to understand the reactions of the male/female successor during the transition, as this will affect its success.
35	Karlesse n, 2015	Expatriate paternalistic leadership and gender relations in small European software firms in India	P leadership	Small European firms	The leadership style in these two companies could be said to have picked up something from both worlds: caring and individualized leadership in a family atmosphere in an Indian way, on the one hand, and, on the other hand, structures and policies in a Western way, such as defined working hours, some defined leave policies and a lot of trust in relatively independent employees. These characteristics seem contradictory. The two cases show, however, that such leadership constructions, combining aspects of both styles, are possible.
36	Lu et al, 2015	When can cultural diverse teams be more creative?	P leadership	Cultural diverse teams	Perceived intercultural diversity is negatively related to intercultural communication openness which in turn positively related to information and team creativity. Leader benevolent paternalism attenuates the negative relation between intercultural diversity and intercultural communication openness.
37	Lee, 2016	The Entrepreneur's Paternalistic Leadership Style and Creativity	P leadership	Employee voice	Authoritarian leadership is negatively associated with employee Voice. Moral leadership is positively related to Employee voice.
38	Liao et al, 2016	The mediating effect of psychological contract in relation of P leadership and turnover in Taiwan	P leadership	Psychological contract and Turnover intentions	Moral P leadership has positively affects the psychological contract, authoritarian p leadership positively affects turnover intention. And psychological contract fully mediates relation p leadership between (moral and authoritarian) and turnover intention.
39	Zhou, 2016	A MODEL OF PATERNALISTIC ORGANIZATIONAL CONTROL AND GROUP CREATIVITY	P leadership	Organization control and creativity	(a) paternalistic organizational control enhances work group creativity for groups in the East; (b) the impact of paternalistic organizational control on group creativity is mediated by groups' intrinsic motivation; and (c) national culture moderates the relationship between organizational control and group intrinsic motivation
40	Hawaas, 2017	Employee feedback orientation: a paternalistic leadership perspective	P leadership	Employees feedback orientation	Paternalistic leadership is positively associated with feedback utility, accountability, awareness and self-efficacy. Moreover, the employee's workplace well-being significantly mediates the proposed relationship

					between paternalistic leadership and the aforementioned dimensions of feedback orientation.
41	Mansur et al, 2017	Shades of paternalistic leadership across culture	P leadership	Cross cultures	PL is not universally nor homogeneously endorsed, but that different patterns of endorsement give rise to distinctive shades of PL across cultures. Specifically, among the 22 societies that endorse some form of paternalism, our results allowed us to distinguish between Benevolent and Exploitative PL.
42	Oge et al, 2017	The effects of paternalistic leadership on workplace loneliness, work family conflict and work engagement among air traffic controllers in Turkey	P leadership	Workplace, family, engagement, traffic controllers	1.It examined the mediating role of work engagement in the links between paternalistic leadership and workplace loneliness, and paternalistic leadership and work family conflict 2.Paternalistic leadership, through increasing work engagement, decreases the workplace loneliness and work family conflict levels of air traffic controllers
43	Tian and Sanchez. 2017	Does paternalistic leadership promote innovative behavior?	P leadership	Innovative behavior	Results supported the association between the interaction of benevolent and authoritarian leadership and employee affective trust, innovative behavior, and knowledge sharing. Moreover, affective trust mediated the interaction of benevolence and authoritarianism on employee innovative behavior and knowledge sharing
44	Ugurlu glu, 2018	The Effect of Paternalistic Leadership on Job Performance and Intention to Leave the Job	P leadership	Job performance and intention to leave the job	It has been found that paternalistic leadership dimensions have direct impact on job Performance and intention to leave the job of the employees. It can be suggested that leaders at healthcare organizations can emphasize benevolence if they wish to positively influence their subordinates' job performance and that leaders at hospitals can emphasize benevolence and morality over behaviors If they wish to minimize the intention to leave the job.