

## Managing Quality for Job Performance: Is Paternalistic Leadership Behavior an Alternative to Influence Trust?

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Received Date: 8 June 2021

Accepted Date: 29 June 2021

Published Date: 31 July 2021

### ABSTRACT

*Successful leaders play a complex role. Leaders may manipulate followers to accomplish goals since they have authority and power to influence. Interestingly, Paternalistic leadership has qualities of attributes not only on the reactions of dyadic systems and followers but also subordinates' attitude and behaviour. Paternalistic leadership flows from a particular cultural context. A family environment is created by paternalistic leaders in the management system. They display 'goodwill' and act as a leader in family approaches towards staff. Currently, there is no specifically conducted gender-based research at the university level specifically to analyze the perceptions of paternalistic leadership on job performance and trust among the staff of the university. Therefore, this study focused primarily on the perceptions of paternalistic leadership behaviour among staff members at the university level. A total of 254 respondents from UiTM Perlis staffs (male, n = 125; female n = 129) from four departments [Student Affairs, academic affairs, administration, and academic staff (lecturers)] completed a questionnaire pack assessing the study variables. Results revealed that (i) there are significant correlations in the dimension of paternalistic leadership, job performance, and trust perceived by staff at UiTM Perlis Branch, (ii) there are no significant differences in the dimension of paternalistic leadership, job performance, and trust between gender by staff at UiTM Perlis Branch. In conclusion, a leader who can create a better work environment can enhance staff competencies and influence trust in them.*

**Keywords:** Job Performance, Management of an Organization, Paternalistic Leadership, Trust, University Leadership

### INTRODUCTION

Leadership can be defined as inspiration, empowerment, and skills to promote the attainment of enhanced performance by others (Mohd Kassim, 2018). The position of the leader seems to motivate and encourage followers to succeed by transforming their subordinate beliefs and attitude beyond initial performance expectations. Moreover, leadership typically needs upgraded skills like knowledge,

analytical, imaginative, and persuasive skills. Interestingly, paternalistic leadership has attracted growing attention worldwide (Aycan, 2006; Farh & Cheng, 2000; Kai, 2013; Pellegrini & Scandura, 2006). The paternalistic leadership trait described as the leader displays the fatherly benevolence, integrity, and morally unselfishness in the environment of the ruling people (Paoching & Chichun, 2009). Historically in the West, paternalism refers to the framework of values that arise in the transition from a social order with patriarchal systems, like slavery in the United States, to a free society with independent and equal citizens.

Paternalistic leaders in the organization management system create a family environment. They show approaches of 'goodwill' and 'fatherly' towards their subordinates. Paternalistic leadership is often stated in the past literature to be optimistically linked to organizational engagement, job satisfaction, and supervisor's trust (Cheng et al., 2004; Chou, 2012; Rehman & Afsar, 2012; Wu, Huang & Chan, 2012). Further, Aycan (2006) stated five dimensions regarding Paternalistic leadership (PL). First, build a family environment at work (act towards his subordinates like a father). Second, establish close and individualized subordinate relationships by building close relationships with each staff or visiting each of the staff in person (particular problems, clan esprit). Third, captivating in space of non-work area by going to significant occasions (e.g., marriage and incineration functions) of his subordinates just like their close relatives or furnishing subordinates with help (e.g., monetary) if they need it. Forth, requiring faithfulness by requiring the staff to demonstrate integrity, dedication and employees to respond directly to a necessity within the organization. Fifth, maintaining authority/power by prioritizing power differences (position ranks) and requiring employees to act accordingly. All of these aspects set PL apart from other leadership theories.

Additionally, according to Cheng, Chou, Wu, Huang and Farh (2004), paternalistic leadership has three components; authoritarianism, benevolence, and moral leadership. The leader has absolute hierarchical authority and directs subordinates. The subordinates show great respect and obedience to their superiors in exchange for power (Chou, Cheng & Jen 2005). Benevolence means a leader is responsible for the subordinates' well-being and with whom he has a personal relationship. The scope of this relationship stretches beyond the business activities and includes family or personal interests within the interests of the individual (Cheng et al., 2004). The moral leadership or integrity of the leader determines leadership abilities, which requires self-culture. All of these values support the value of the members with those of the subordinates (Niu, Wang & Cheng, 2009). Instead of the values, trust refers to personal connection and positive impact sharing between two individuals (Webber, 2008).

The study of Li, Liu, Yuan and Ju (2017) revealed that the task pressure of university staff has a direct effect on job pleasure but has indirect negative effects on job delight. However, engagement has a direct impact on work satisfaction. Each task pressure, job engagement, and work satisfaction affect management commitment and job engagement. Another study by Yeh, Chi, and Chiou (2008) found that paternalistic leadership, dedication to the organization, and job stress were all strongly related to organizational performance. They suggested that an organization should focus on the implementation of paternalistic leadership, underline organizational engagement, and seek to reduce the tension of the workplace to increase operational performance. All of the above findings were beneficial for the current study as to find solutions for task load, the various acts of responsibility, and the performance index of staff at the university. It may also be used as an approach to managing the quality of staff performance.

Furthermore, according to Chen, Eberly, Chiang, Farh and Cheng (2011), the role of affective trust was linked to paternalistic leadership and employee performance. They add the three-dimensional model of paternalistic leadership and pursued a strong call by Pellegrini and Scandura (2008) to shed light on the three-dimensional effects and interrelationships; in particular, to urge researchers to consider the impact of dimensions on performance. For example, whether benevolence is more closely to linked achievement than to authoritarian behaviour. Additionally, literature on trust, such as cultural context is still limited but it is important to understand how leadership and confidence evolve for people with these value systems (Tan & Chee, 2005). Research by Cenkci and Ozelik (2015) also indicated that

benevolent leadership is positively related to commitment and varieties of involvement. They also discovered a weak relationship between authoritarian management and subordinate. According to Ugurluoglu et al. (2018), the leaders had to prioritize benevolence to have a positive effect on the job performance of their employees. Thus, leaders should emphasize benevolence and integrity over behaviour to the employees to minimize the temptation to leave the profession.

Referring to the literature above, the researchers aimed to investigate the perceptions of paternalistic leadership on job performance and trust among staff at the UiTM Perlis Branch. This current research is purposely to study at the university level as less study has been conducted regarding the paternalistic leadership towards workers in the company or organization. The management of the university also reported their staff happiness index towards the university management. Therefore, the importance of paternalistic leadership has shown its strength and influence. However, no study has ever focused primarily on the effects of gender-specific paternalistic leadership among the employe or staff in the organization (university) in Malaysia. Therefore, the researcher thought of the potential to conduct research using paternalistic leadership, sensibly associating it with leadership role management and trust by the staff. The outcome or performance of the staff may affect by the leaders' instruction, style, or approaches. It is possible to generate ideas and innovation for the leaders in the organization or management departments to raise the job performance of workers, reduce their job stress, and building the employees' trust towards their leader. The findings of this study helped leaders in public organizations to choose a paternalistic leadership approach to lead their staff. Thus, it will create a different and more attractive management working atmosphere. In addition, other researchers may use this study to replicate it in sports, education, health organizations, and understand the benefits of paternalistic leadership in depth.

## **METHODOLOGY**

### **Sample**

The respondents for this research were staff from UiTM Perlis Branch. Employees in the UiTM Perlis Branch must fulfil the appropriate inclusion requirements and must have worked as personnel for more than six months. Approximately UiTM Perlis has 700 academic and non-academic staff. According to Krejcie and Morgan (1970), 248 samples is the sample size for a 700-populations. Thus, for this current study, a total of 254, male (n= 125) and female (n = 129) staff volunteered and completed a questionnaire pack assessing the study variables. Most of them were from Student Affairs (n=67), Academic Affairs (n = 41), Administration Staff (n=98) and Lecturers / Academic Staff (n=48) departments. The range of age of the group of staff was at 20 - 30 years old (13.4%), 31- 40 years old (44.5%), 41 - 50 years old (28.0%), and above 51 years old (14.2%).

### **Instruments**

The item in this questionnaire was generally divided into four categories. Section A is about the demographic data. Section B consists of 10 questions that evaluated the perceptions of paternalistic leadership behaviour among staff; established questionnaires develop by Aycan et al.'s (2013) Paternalistic Leadership Questionnaire (PLQ) was adopted. Responses to this scale were made on a 6-point Likert-type scale, with anchors of strongly disagree (1) to strongly agree (6). There are three factors to the scale. These create a family at work environment, involvement in the non-work domain of the lives of employees, and expectations of loyalty, and deference. Next is Section C, which consists of four questions that evaluated job performance in doing the task. This established questionnaire was developed by Kirkman and Rossen (1999). The question consists of a 4-item scale. This instrument used a scale of 5 points ranging from "strongly disagree (1)" to "strongly agree (5)". Section D consists of eight questions that evaluated trust among the staff toward their leader. The "trust to supervisor

scale”, developed by İnelmen (2006) in Turkish, was used to assess trust in the leader. The scale consists of 8 items evaluating trustworthiness, positional power, fairness in performance evaluation, and protection of subordinates, and loyalty to them. A 6-point Likert scale ranging from 1 = “Strongly Disagree” to 6 = “Strongly Agree”. The Cronbach’s alpha for each variable showed its consistency and was reported in Table 1 (diagonal).

## Research Procedure

The research procedure was approved by Faculty’s ethics committee. The researchers then informed the Rector of UiTM Perlis Branch to conduct the survey. Upon approval, researchers arranged an appointment to collect the data. The set of the questionnaire was distributed via a google form and all of the information with concern form was explained to the samples. Upon completion, the questionnaires were retrieved immediately.

## RESULTS

The result of Pearson’s Correlation (Table 1), showed positive significant correlations on the dimension of paternalistic leadership, job performance, and trust perceived by staff at the UiTM Perlis Branch. Bivariate correlations illustrated a strong positive correlation between involvement in the non-work domain of the lives of employees and family in the work environment. There was a significant correlation between involvements in the non-work domains of the lives of employees and family at work environment,  $r = .71^{**}$ ,  $n = 254$ ,  $p = 0.00$ . Next, there was a significant correlation between expectations of loyalty and deference and family at work environment, which moderate positive correlation between both factors,  $r = -.56^{**}$ ,  $n = 254$ ,  $p = 0.00$ . Next, there was a weak positive correlation between job performance and family at work environment,  $r = .23^{**}$ ,  $n = 254$ ,  $p = 0.00$  and showed a significant correlation between job performance and family at the work environment. There was also a significant moderate correlation between trust to leader and family at work environment,  $r = .46^{**}$ ,  $n = 254$ ,  $p = 0.00$ , and showed a moderate positive correlation between both factors.

Moreover, Bivariate correlations illustrated a strong positive correlation between expectations of loyalty and deference and involvement in the non-work domain of the lives of employees  $r = .70^{**}$ ,  $n = 254$ ,  $p = 0.00$ . Next, there was a significant correlation between job performance and involvement in the non-work domain of the lives of employees,  $r = .30^{**}$ ,  $n = 254$ ,  $p = 0.00$ . Next, there was a significant correlation between trust to leader and involvement in the non-work domain of the lives of employees,  $r = .55^{**}$ ,  $n = 254$ ,  $p = 0.00$ . There was also significant correlation between job performance and expectations of loyalty and deference,  $r = .34^{**}$ ,  $n = 254$ ,  $p = 0.00$ . Next, there was significant correlation between trust to leader and expectations of loyalty and deference,  $r = -.57^{**}$ ,  $n = 254$ ,  $p = 0.00$ . Finally, there was a weak positive correlation between trust to leader and job performance,  $r = .27^{**}$ ,  $n = 254$ ,  $p = 0.00$ . Overall, there is a steady positive correlation between paternalistic leadership, job performance, and trust perceived by staff at UiTM Perlis Branch.

**Table 1: Pearson's Correlation for the dimension of paternalistic leadership, job performance, and trust perceived by staff at UiTM Perlis Branch. (N = 254)**

Variables		M	SD	1	2	3	4	5
1.	Family at work environment	4.98	.79	1	.88			
2.	Involvement in the non-work domain of the lives of employees	4.73	.94	.71**	1	.80		
3.	Expectations of loyalty and deference	4.70	.98	.56**	.70**	1	.80	
4.	Job performance	4.52	.55	.23**	.30**	.34**	1	.86
5.	Trust to leader	4.47	.74	.46**	.55**	.57**	.27**	.78

Note. N = 254. Alpha coefficients ( $\alpha$ ) are presented on the diagonal (in italic) \*\*. Correlation is significant at the 0.01 level (2-tailed).

Next, the Independent Sample t-Test (Table 2) revealed no significant differences in the dimension of paternalistic leadership, job performance, and trust between gender by staff at the UiTM Perlis Branch. The first variables under paternalistic leadership are the family in the work environment. Here, the results found that there was no significant difference between gender groups for all the families in work environment  $t(252) = 1.394, p = .165$  (two-tailed) (Male:  $M = 5.05$ , Female:  $M = 4.91$ ), since the p-value more  $> 0.05$ , therefore, there was no significant difference in the mean family in the work environment between gender among the staff of UiTM Perlis. Next, there was no significant difference mean between gender groups for all the involvement in the non-work domain of the lives of employees,  $t(252) = 1.426, p = .155$  (Male:  $M = 4.82$ , Female:  $M = 4.65$ ), since p-value more  $> 0.05$  therefore, there is no significant difference in the mean of involvement in the non-work domain between gender among the staff of UiTM Perlis. There was also no significant difference mean between gender groups for all the expectations of loyalty and deference,  $t(252) = .605, p = .546$  (Male:  $M = 4.73$ , Female:  $M = 4.66$ ), since p-value more  $> 0.05$ , therefore, there was no significant difference in the mean of expectations of loyalty and deference between gender among the staff of UiTM Perlis branch. Further, there was no significance difference mean between gender groups for all the job performance  $t(252) = .985, p = .326$  (Male:  $M = 4.56$ , Female:  $M = 4.49$ ), since p-value more  $> 0.05$ , therefore, there was no significant difference in mean job performance between gender among staff of UiTM Perlis. Finally, there was no significant difference mean between gender groups for all the trust to the leader,  $t(252) = .935, p = .351$  (Male:  $M = 4.52$ , Female:  $M = 4.43$ ), since p-value more  $> 0.05$ , therefore, there was no significant difference in the mean of trust to leader between gender among the staff of UiTM Perlis.

**Table 2: Independent Sample Test for the dimension of Paternalistic Leadership, job performance, and trust between gender by staff at UiTM Perlis Branch. (N = 254)**

	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference
Family at work environment	3.296	.071	1.394	252	.165	.137
			1.389	233.009	.166	.137
Involvement in the non-work domain of the lives of employees	.268	.605	1.426	252	.155	.167
			1.427	251.994	.155	.167
Expectations of loyalty and deference	.212	.646	.605	252	.546	.074
			.605	251.995	.546	.074
Job performance	.526	.469	.985	252	.326	.068
			.985	251.995	.326	.068
Trust to leader	.585	.445	.935	252	.51	.092
			.935	251.002	.351	.092

Note:  $P < 0.05^{**}$

## DISCUSSION

Based on Pearson's Correlation in Table 1, there was a significant correlation between expectations of loyalty and deference and family in the work environment. This study was supported by Allen, Svendsen, Marwan and Arslan (2021) believed that trust is an essential element of healthy interpersonal relationships, and it has significant effects on organizations and groups of stakeholders. The lack of trust can be a barrier to genuine human contact and interaction, but the existence of pro-social norms can help create and sustain trust between individuals. Trust-based cooperation between partners may build strong relationships in an organizational context. Thus, employees may complete the task on time, meet or exceed the goals, ensure that merchandise meets or exceed nice requirements and reply quickly while troubles arise.

Then, there was a positive correlation between job performance and family in the work environment. Based on the previous study from Ugurluoglu, Aldogan, Turgut and Ozatkan (2018) cited linear to the result that paternalistic leadership dimensions (benevolent, moral, behaviorally authoritarian, and managerially authoritarian) have a direct impact on job performance. However, on examining the paternalistic leadership dimensions, it was observed that benevolent, moral, and managerially authoritarian paternalistic were significant.

An employee who has the good relationship with their superior tend to increase their job performance in doing the given task. Superior can achieve the organizational goals when the environment at the workplace is harmonious and positive. To sum up, based on the whole thing that has been said so far, whilst the personnel understands their employer as an own family as opposed to a business enterprise, they sense emotional connection and devotion because of their implicit attribution as an ideal leader or manager.

Additionally, there was a significant correlation between job performance and expectations of loyalty and deference among the staff of UiTM Perlis. The organization's growth can be said to be dependent on the properly grounded energy of the bond between supervisor and subordinate. In improving the trust amongst employees via such practices, the superior can similarly widen the verbal exchange channels so that both the worker and the employer will benefit from this trade. In its maximum fundamental phases, belief in the superior should simply be predicted to rise, whilst the employees foster perceptions about being fairly handled and rewarded. However, trust within the organization should now not be anticipated to pivot with some human aid measures within the brief run, because acceptance as true leadership frequently develops in an upward spiral that can effortlessly drop to decrease stages. Accordingly, reaching trust in the leader/supervisor needs to be ingrained in the philosophy of the organizations that would love to gain the lengthy-term benefits. Specifically, effective belief performs a large function in linking paternalistic leadership to worker in-role and additional-function overall performance. Feelings and affective trust can be distinctly constructed within the case of management since human beings respect the authority associated with hierarchical positions. Even though they experience bad emotions underneath authoritarian management, their agreement with a degree in the leader remains intact.

There was also a significant correlation between trust in leaders and job performance. This study supports a previous study from White and Rezanja (2019), the consequences of the study suggesting an enormous relationship between a coach/leader exhibiting moral management behaviour and scholar-athlete voice behaviour and overall performance. Felt responsibility mediates the impact of moral management and overall performance. From the results, we can assume that trust in leaders or coaches will lead to performing the best performance in doing the task. Ethical and policies from the organization will enhance the worker to meet their quality of standard. We assumed when workers gain the trust of the leader, they will feel the obligation to fulfil the task assigned wholeheartedly and this will ultimately result in very encouraging outcomes.

Next, based on the result of the Independent Sample t-Test (Table 2), there are no significant differences in the dimension of paternalistic leadership, job performance, and trust between gender by the staff at the UiTM Perlis branch. There is no significant difference in mean PL (family at work environment, involvement in the non-work domain of the lives of employees, expectations of loyalty, and deference between gender among the staff of UiTM Perlis. This current result may support the previous study by Kim and Shin (2016), which suggested that the gender of a leader has no significant moderating effect on psychological empowerment, but the subordinate's gender has a significant moderating effect, with transformational leadership affecting male subordinates more strongly than female subordinates. Notably, the results indicate that the efficacy of transformative leadership depends on the leader-subordinate gender dyad. In particular, transformational leadership affects female leader-male subordinate dyads as profoundly as male leader-male subordinate dyads. Leadership is a process focused on social control in which the leader aims to accomplish organizational objectives through the voluntary engagement of subordinates. A leader is an individual who motivates others to act to achieve defined goals. Motivation focuses on the hierarchy of people's needs, regardless of their gender, according to Maslow's theory.

Next, there is no significant difference in job performance between gender among the staff of UiTM Perlis. A leader who builds a good work environment may increase employees' work efficiency, were increase job performance to accomplish the organizational goals and reduce their turnover intention. A leader who is accountable and shows a high morality will gain the personnel's trust step by step and form a new culture inside the organization. This could be advantageous in maintaining incredible employees. Precisely, the leader plays an essential and relatively stable role in the organizational existence of personnel and their impact on employees is sustainable and deep. This is because management style can predict the overall performance of the organization, whereas, managerial ideals and behaviours can appreciably affect personnel's attitudes and behaviours. Based on the study from Baah, Quartey and Osafo (2020), interestingly, they found no significant gender distinction in job performance among several financial institution tellers.

As demonstrated in the result, there was no significant difference of trust to leader between gender among the staff of UiTM Perlis. Trust in the superiors makes employees or staff feel comfortable when negotiating and completing tasks as requested by the employer. The true leader usually brings about attaining worker involvement without thinking about gender differences. From the alternative examination from Golesorkhi (2006), the results had found that there were no big differences among men and women on the importance placed on an employee's ability, but women as a group area appreciably placed more importance on a co-worker's benevolence, integrity, and cultural similarity. This actively demonstrates that both genders, male and female got the same benefit as the employer and there is no bigotry in the organization.

## **CONCLUSION**

This study focused on the perceptions of paternalistic leadership behaviour among staff at the UiTM Perlis Branch. This study also gives a detailed understanding of the correlation and the different dimensions of paternalistic leadership, job performance, and trust perceived by staff. People have different behaviour when affected by their dimension of paternalistic leadership, job performance, and trust. This study of paternalistic leadership, job performance, and trust may help to increase knowledge in leadership-type suggestions. This can help leaders to improve the quality of organizing their subordinates and develop good relationships within the organization. Both gender, male and female staff of UiTM Perlis Branch, perceived the same level of the family at work environment, involvement in the non-work domain of the lives of employees, expectations of loyalty and deference, job performance, and trust towards the leader. This study has shown that both genders of employees tend to get good relationships in the family at work environment, involved in the non-work domain of the lives of employees, expectations of loyalty and deference, job performance, and trust towards the leader.

To increase effective techniques in enhancing acceptability and ensuring the correct usage of paternalistic leadership towards the employees in any department of the organization, future research efforts are needed. However, the current study findings may not be generalized to all the employees of the Universiti Teknologi MARA in Malaysia as the main focus of this study was only on the Universiti Teknologi MARA Perlis Branch. This study suggested duplicating its method for other campuses. The terms of paternalistic leadership research seem unfamiliar among an organization's workers, either in the private or government sector. Moreover, paternalistic leadership research conducted in Malaysia is limited. In summary, paternalistic leadership behaviour may become an alternative to influence trust to innovate managing quality for job performance.

## ACKNOWLEDGEMENTS

The authors would like to thank the staff of UiTM Perlis who participated in this study. We also like to thank the Sports Coaching and Behavioral Sciences group of Faculty Sports Science and Recreation, UiTM Perlis Branch who gave us support and courage to do this wonderful project on the topic.

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