



## Paternalistic Leadership and Psychological Well-Being: The Mediating Role of Meaningful Work

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### Abstract

This article probes into the meaningfulness of work as a potential mediator between paternalistic leadership and well-being as well as an outcome, being one of the dimensions of psychological empowerment. This is addressed in this preparatory study. According to hypothesis, leadership behavior, ahead of that of other influential variables, can contribute to the prediction of psychologic well-being at work. In order to measure paternalistic leadership behaviour, we have used a questionnaire-based instrument whose validity and reliability of the instrument have already been proven by Aycan in Turkey. The research hypothesis was tested using single and multiple regression by the mediating model of Baron and Kenny within a convenience sample consisting of 77 males and females working in a variety of organizations, occupations, and industries in Turkey. The results of the analyses conducted have revealed that benevolent paternalistic leadership and executive/authorized paternalistic leadership factors have significant effects on positive effect and negative effect factors of well-being construct and the work meaningfulness variable has a mediating role on these effects. In addition, it has been exhibited that executive/authorized benevolent leadership has a significant effect on fulfillment factor of well-being construct and the variable work meaningfulness has a mediating role on this effect. Additional evidence is provided herein, with respect to the fact that leadership behaviour can affect employee well-being and it is suggested that the individuals that seek creating healthier workplaces should not neglect supervision. It is argued that, for

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those concerned with psychosocial working conditions, it is now sufficiently justifiable to consider supervisor behaviour as a potentially influential variable. Moreover, a new model is presented in the study for assessing the supervisor behavior with the potential value for the future studies.

**Keywords:** Paternalistic leadership, psychological well-being, meaningful work.

## Babacan Liderliğin Psikolojik İyi Olmaya Etkisinde İşin Anlamlılığının Aracılık Rolü

### Öz

Bu makale, paternalist liderlik ile psikolojik iyi olma durumu arasında potansiyel bir arabulucu olarak, psikolojik güçlenmenin boyutlarından biri olan iş anlamlılığını analiz etmektedir. Çalışmada belirlenen hipoteze göre, liderlik davranışı, diğer etkili değişkenlerin ötesinde, işyerinde psikolojik refahın tatmini için katkıda bulunabilir. Babacan liderlik davranışını ölçmek için, “Aycan” tarafından Türkiye’de geçerliliğini ve güvenilirliğini ispatlamış olan bir ölçek kullanılmıştır. Araştırma hipotezi tek ve çoklu regresyon kullanılarak Baron ve Kenny aracı etki modeliyle test edilmiştir. Türkiye’de çeşitli organizasyonlar, meslekler ve endüstrilerde çalışan 77 erkek ve kadın araştırmanın örneklemini oluşturmaktadır. Yapılan analizler sonucunda; iyiliksever babacan liderlik ve icracı/yetkili babacan liderlik faktörlerinin, iyi olma yapısının altında yer alan pozitif etki ve negatif etki boyutları üzerinde anlamlı etkilere sahip olduğu ve işin anlamlılığı değişkeninin bu etkiler üzerinde kısmi aracılık rolünün bulunduğu belirlenmiştir. Ayrıca; icracı/yetkili babacan liderliğin, iyi olma yapısının altında yer alan gerçekleşme boyutu üzerinde anlamlı bir etkiye sahip olduğu ve işin anlamlılığı değişkeninin bu etki üzerinde tam aracılık rolünün bulunduğu belirlenmiştir. Araştırma sonuçları, liderlik davranışının çalışanların refahını etkileyebileceği ve sağlıklı işyeri yaratmaya çalışan kişilerin bunu göz ardı etmemesi gerektiği konusunda ilave kanıtlar sağlamaktadır. Psikososyal çalışma koşullarıyla ilgilenen kişiler için yöneticilerin davranışlarını, çalışanlar üzerinde etkili bir değişken olarak ele almak gerekebilir. Bu çerçevede, gelecekteki çalışmalar için önemli bir potansiyele sahip olan yöneticilerin davranışını değerlendirmek için yeni bir model sunulmaktadır.

**Anahtar Kelimeler:** Babacan liderlik, psikolojik iyi olma, işin anlamlılığı.

## Introduction

It is confirmed by many employees that leaders affect their well-being and the researches have indicated associations between the behavior of the leadership and psychological well-being of the employees. Nevertheless, the extent of the comparison between the leadership behavior and other variables that affect well-being has not been clear. Due to the major significance of psychological well-being for both employees and organizations, it is significant to maintain the search for mechanisms increasing its positive effects on employees, it is important to continue searching for mechanisms that increase its positive effects on employees' physical and psychological health, emotional stability and sense of adequacy<sup>1</sup>. This will have a positive influence on relationship with other colleagues in terms of work and could incentivize and improve the performance of the employees. Employees are encouraged to assume their tasks, have a sophisticated approach in solving the business problems and make decisions that can benefit the team and company through the guidance provided by effective leaders<sup>2,3</sup>. As in other countries, the significance of leadership should be embraced in Turkey and its principles oriented to enhance the employees' well-being should be enhanced. As noted Gurt et al. in the study, every organizational culture has a health-specific dimension, in that employee health, well-being and healthy lifestyles of employees can either be influenced positively or negatively. However, there is a deep-rooted construction within the organizational culture with various levels; it manifests as organizational and psychological climate at the surface level. Therefore, the different culture of the enterprises in Turkey poses importance in terms of the well-being and the importance they attach to their jobs. As argued by Gurt et al. (2011), the resulting supportive relationship should cause less strain for the employees according to Hobfoll's theory of conservation of resources (1989). Furthermore, in line with the social-cognitive learning theory (Bandura, 1969), since the employees feel encouraged to have a healthier attitude (e.g. Exercising and participating in private and organizational health-promotion activities) and a further independence to do so, their behaviors should also change. It is known that such an attitude has a favorable effect on health and thus, the strain levels and the employees expect the leadership styles' influence on strain levels. Should the leader be aware of the importance of employee health, his daily interaction should be adapted, attempting to avoid employee stress and fostering their well-being<sup>4</sup>.

- 1 Kara, D., Uysal, M., Sirgy, M.J. and Lee, G., "The effects of leadership style on employee well-being in hospitality", *International Journal of Hospitality Management*, Vol. 34 No. 1, pp. 9-18. 2013.
- 2 Bennett, T., "A study of the management leadership style preferred by it subordinates", *Journal of Organizational Culture Communications and Conflict*, Vol. 13 No. 1, pp. 1-15. 2009.
- 3 Kara et. al., *ibid*, 2013.
- 4 Gurt, J. , Schwennen, C., Elke, G., "Health-specific leadership: Is there an association between

Most of the studies conducted in the West seem to focus on transformational and transactional leadership behaviors while investigating the meaningful effects of leadership qualities on the work. In this study, the effects of paternalistic leadership behaviors on other variables are investigated. Farh and Cheng<sup>5</sup> argue that paternalistic leadership is a style that merge strong discipline and authority with paternalistic benevolence and moral integrity, phrased in a more individual atmosphere. Moreover, Aycan<sup>6</sup> mentions the bad perception of paternalistic leadership in the Western societies when it is detached from its cultural context. Therefore, paternalism is a notable and powerful constituent with many aspects. As a leadership style, paternalism is effective in the workplace within the socio-cultural contexts in which it has originated.

The efforts of humanity for understanding and discovering being good continue since the beginning of human history. The topic of being psychologically healthy has not lost any popularity in terms of its appearance in the process until the present day, and has even extended to a great research field<sup>7</sup>. According to Ryff (1989), psychological well-being is a multi-dimensional structure composed of life attitudes rather than a simple combination of positive emotion, negative emotion and life satisfaction<sup>8</sup>. Robertson and Cooper (2011) define psychological well-being as “affective and purposive psychological state that people experience while they are at work”. They argue that psychological well-being is composed of two primary components, first one being the hedonic, about feeling good and second one is eudemonic that is relevant to the meaning and purpose that is correlated with current study<sup>9</sup>.

Several disciplines have been emphasizing on the work significance and meaning for a long period of time in their researches<sup>10</sup>. Meaningfulness is defined

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leader consideration for the health of employees and their strain and well-being?”, *Work & Stress*, 25:2, 108-127, DOI: 10.1080/02678373.2011.595947). 2011.

- 5 Cheng, B. S.- Chou, L. F.- Wu, T. S.- Huang, M. P.- Farh, J. L., “Paternalistic leadership and subordinate responses: Establishing a leadership model in Chinese organizations”. *Asian Journal of Social Psychology*. 7: 89-117. 2004.
- 6 Aycan, Z. “Paternalism, towards conceptual refinement and operationalization”. *Indigenous and cultural psychology*, understanding people in context, 444-463. 2006.
- 7 Göcen, G. “Pozitif psikoloji düzleminde psikolojik iyi olma ve dini yönelim ilişkisi: Yetişkinler üzerine bir araştırma”. *Toplum Bilimleri Dergisi*, 7 (13) : 97-130, 2013.
- 8 Cenkseven, F. - Akbaş, T. “Üniversite Öğrencilerinde Öznel ve Psikolojik İyi Olmanın Yordayıcılarının İncelenmesi”. *Türk Psikolojik Danışma ve Rehberlik Dergisi*. C 3- S 27: 43-65. 2007.
- 9 Duyan, E. C.- Aytaç, S.- Akyıldız, N.- Laar, D. V. “Measuring Work Related Quality of Life and Affective Well-being in Turkey”. *Mediterranean Journal of Social Sciences* Vol. 4 (1): 105-116, 2013.
- 10 Harpaz, I. - Fu., X. “The structure of the meaning of work: A relative stability amidst change”. *Human Relations*; 55, 6; ABI/INFORM Global pp. 639-667, 2002.

as “the value of a study objective or purpose evaluated based on the individual’s own ideals or standards”. Where there is no meaningfulness, it is observed that the employees’ commitment to work diminishes and alienation towards work emerges<sup>11</sup>. The efforts to make work meaningful for employees go back to work design studies conducted by F. W. Taylor. However, Taylor’s method of business design has been based on efficiency-based work and specialization, causing work to become meaningless as it becomes routine, repetitive, and monotonous. All other methods of business design, such as work enrichment and alternative work programs, are designed to add meaning to work<sup>12</sup>. Hackman and Oldham’s “Motivation for the Design of Work: Test of a Theory” article in 1976 suggests business design models related to work meaningfulness<sup>13</sup>. The studies where the mediating role of the meaningful work on different variables are studied are also encountered in the literature<sup>14</sup>.

On the other hand, a study on the variables of paternalistic leadership, meaningful work and feeling good about the workplace has not been encountered in Turkish literature. Therefore, the study is important in terms of eliminating this gap in the field. In addition, determining the correct leadership style in practice in the workplace is important for these leadership behaviors to make work meaningful for employees, thus enabling employees to feel good psychologically in the workplace. The researches by Aycan<sup>15</sup> and several other researches include findings in that paternalistic leadership style is suitable for the businesses in Turkish society<sup>16, 17, 18</sup>. This is the reason why the paternalistic leadership style has been

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- 11 May, D. R.- Gilson, R. L.- Harter, L. M. “The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work”. *Journal of Occupational and Organizational Psychology*. 77: 11-37, 2004.
  - 12 Çetin, C.- Elmalı E. D.- Arslan, M. L. “İnsan Kaynakları Yönetimi”. Beta Basım A.Ş. İstanbul, 2017.
  - 13 Hackman, J. R.- Oldham G.R. “Motivation through the Design of Work: Test of a Theory”. *Organizational Behaviour and Human Performance*. 16: 250-279, 1976.
  - 14 Arnold, K.- Barling, J. - Mckee, M. “Transformational Leadership and Psychological Well-Being: The Mediating Role of Meaningful Work”. *Journal of Occupational Health Psychology*, 12(3), 193–203. DOI: 10.1037/1076-8998.12.3.193, 2007.
  - 15 Aycan, Z. “Human resource management in Turkey, current issues and future challenges”. *International journal of manpower*, 22(3). 2001.
  - 16 Pellegrini, E.K. - Scandura, T.A. “Leader-member exchange (LMX), Paternalism and delegation in the Turkish business culture: an empirical investigation”. *Journal of International Business Studies*, 37, 264-79, 2006.
  - 17 Kanungo, R. N. - Aycan, Z. “Organizational cultures and human resources practices from a cross cultural perspective”. *Canadian Psychological Association Annual Conference*, Toronto (verbal paper), 1997.
  - 18 Pasa, F., S. “Leadership influence in a high-power distance and collectivist culture”. *Leadership & Organization Development Journal*, 21(8), 414-426. DOI: 10.1108/01437730010379258., 2000.

selected in this research. It is also assumed that paternalistic leadership qualities are effective in making work meaningful and working in the workplace feel good. This article pursues to exhibit the relationship between paternalistic leadership, well-being and meaningful work. The mediating role of the work meaningfulness has been examined while researching the effect of paternalistic leadership on psychological well-being. The analyses conducted within the scope of the research have attempted to determine whether the benevolent paternalistic leadership and executive/authorized paternalistic leadership factors have significant effects on Positive Effect, Negative Effect and Fulfillment factors and whether the Work Meaningfulness variable has partial or fully mediating role on these effects.

## Literature Review

### Paternalistic Leadership and Well-being

Researches have generally emphasized the relationships between LMX (transformational and transactional leadership behavior) and psychological outcomes in organizational context<sup>19,20</sup>. However, because of the cultural characteristics of Turkey, the opinion is that it indicates a better understanding of paternalistic leadership style in the workplace. Therefore, this study aims to examine these relations. As a result of the GLOBE<sup>21</sup> study, Turkey is below world average in terms of its performance and being future-oriented. Another distinctive feature emerging in the GLOBE study is paternity. According to the findings of GLOBE-project, paternalism have been observed in the superior-subordinate relations in Turkey and the participants mentioned the perception of paternalistic leadership as emic leadership quality<sup>22</sup>. Other studies in Turkey have also shown that paternity leadership can be an effective management instrument in work environments<sup>23</sup>. Turkish managers and leaders can be characterized by their paternalistic leadership qualities as they approach their subordinates like a parent<sup>24,25</sup>.

In this context, it is possible to talk about an environment in the Turkish society in which the harmony of the society, the protection of the social order and values is important and in which changes and taking risks are not particularly

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19 Aryee, S. - Chen, Z. X., "Leader-Member Exchange in a Chinese Context: Antecedents, the Mediating Role of Psychological Empowerment and Outcomes". *Journal of Business Research*, 59(7): 793–801, 2006.

20 Arnold et. al., *ibid*, 2007.

21 Aycan, *ibid*, 2001.

22 Kabasakal, H. - Dastmalchian, A. "Introduction to the special issue on leadership and culture in the Middle East". *Applied Psychology: An International Review*, 50(4), 479–488, 2001.

23 Pellegrini and Scandura, *ibid*, 2006.

24 Kanungo and Aycan, *ibid*, 1997.

25 Pasa, *ibid*, 2000.

enjoyed and humanitarian care and sensibility are experienced more<sup>26</sup>. Aycan and Kanungo<sup>27</sup> have conceptualized the paternalism structure and defined it operationally in their recent work. Accordingly, paternalism can be defined as a subordinate relationship, in which the authoritative person assumes the parental role and is supposed to provide support and protection for the person under his/her responsibility. In contrary, subordinates respond with behavioral loyalty, courtesy, respect and conformance to the authority towards the interest, support and trust supported by the paternal authority<sup>28</sup>.

It is observed that studies on making work meaningful seem to focus especially on various leadership behaviors. Liden, Wayne and Sparrowe could not find such a relationship although Aryee and Chan exhibited that empowerment mediated the relationship between job outcomes and LMX. In addition, studies contend that the relationship between LMX and job outcomes are moderated by psychological empowerment instead of being mediated<sup>29</sup>. In addition, the focus is on organizational outcomes in exploitative paternalism while more emphasis and a genuine concern is placed on employee welfare in benevolent paternalism<sup>30</sup>.

However, there are also many studies exploring the effects of leadership behavior on well-being. For example, in a study on the influence of transformational leadership on well-being in China, it was found that the confidence of employees in the leader was the mediator of this relationship. Previous researches have demonstrated that both physical and psychosocial work environment affect the employee well-being. Sparks, Faragher and Cooper<sup>31</sup> summarized the management style as one of four major psychosocial work environment issues currently of concern regarding employee well-being and occupational health in the workplace of 21st century. As supervisors may affect the work lives of the employees significantly, regardless of being positive or negative, the emphasis has been on supervisors due to their high impact on social support, work demands and control. In addition, the focus on health work i.e. the promotion of psychological

26 Çağlar, E.S. "The impact of empowerment on work engagement mediated through psychological empowerment: Moderating roles of leadership styles and work goals". *Doctoral thesis, Marmara University, Institute of Social Sciences, Department of Organizational Behaviour, Istanbul*. 2011.

27 Aycan, Z. - Kanungo, R.N. "Paternalism: towards conceptual refinement and operationalization", *14th International Congress of Cross-Cultural Psychology*, USA, August, 1998.

28 Aycan, *ibid*, 2001.

29 Tummers, L. G. - Knies, E. "Leadership and Meaningful Work in the Public Sector". *Public Administration Review*, 73(6), 859–868. DOI: 10.1111/puar.12138, 2013.

30 Aycan, *ibid*, 2006.

31 Sparks, K.- Faragher, B., - Cooper, C.L. "Well-being and occupational health in the 21st century workplace". *Journal of Occupational and Organizational Psychology*, 74(4), 489–509, 2001.

and physical well-being has increased in accordance with the developments in positive psychology. In particular, specific portion of information is supported regarding positive leadership<sup>32</sup>. It is claimed that positive leadership, inclusive of skills, confidence to inspire followers and positive attitudes of passion, is claimed to possess the potential to improve followers in the long run in terms of areas such as well-being, trust and commitment.

Especially in countries that are high-powered, collectivist, feminine, avoiding ambiguity and reflecting more cultural characteristics with a short-term focus, such as China and Turkey, it is observed that the emphasis is rather placed on paternalistic leadership studies as well as the effects of this leadership style on the psychological health of the employees. The results from the study sample of 160 non-Chinese subordinates from 31 overseas branches of the selected, large, Chinese multinational enterprise (MNE) in China, which investigates the paternalistic leadership and psychological health in the workplace have indicated that the contribution of the moral and authoritarian styles of the Chinese paternalistic to psychological health in the workplace was negative, which poses a result pattern in contrary to the studies conducted with Chinese subordinates in a prior research<sup>33</sup>.

Farh, Cheng et al.<sup>34</sup> have been the main scholars of the paternalistic leadership domain. Farh and Cheng have suggested a paternalistic leadership model based on their research in China, which consists of authoritarianism, benevolence and morality as three dimensions. Authoritarianism is defined as the leader behaviors that assert authority and control as well as demanding unquestioning obedience from subordinates. Under authoritarian leadership, subordinates unquestioningly comply and abide by requests of the leaders. Benevolence is defined as the leader behaviors indicating individualized, holistic concern for the personal and family well-being of the subordinates. In return, subordinates feel grateful and are obliged to repay when it is possible. Morality, the third dimension, represents the leader behavior that demonstrate superior personal virtues (e.g., does not abuse authority for personal gain, represents an example in personal and work conduct), resulting with subordinates respecting and identifying with the leader. On the

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32 Liu, J.- Siu, O.-L., - Shi, K. "Transformational leadership and employee well-being: The mediating role of trust in the leader and self-efficacy". *Applied Psychology*, 59(3), 454-479. DOI: 10.1111/j.1464-0597.2009.00407.x., 2010.

33 Chen, H. - Kao, H. S. "Chinese paternalistic leadership and non-Chinese subordinates' psychological health". *The International Journal of Human Resource Management*, 20(12), 2533-2546, DOI: 10.1080/09585190903363839. 2009.

34 Farh, J.L.- Cheng, B.S.- Chou, L.F., - Chu, X P. "Authority and benevolence: Employees' responses to paternalistic leadership in China. In A. S. Tsui, Y. Bian, & L. Cheng (Eds.), *China's domestic private firms: Multidisciplinary perspectives on management and performance*, 230-260, New York: Sharpe, 2006.

other hand, Aycan<sup>35</sup> states that paternalism is not identical to authoritarian style as described in the western literature. In the organizational context, and the broadest sense, paternalism can be expressed in the way that employees are treated as if they were parts of a large family. Paternalistic leadership, meanwhile, is a style of leadership that is influential in socio-cultural circles and the cultures that includes paternalism. The study by <sup>36</sup> indicates a mixture of social and organizational culture, western and eastern values in Turkey, emerging as a synthesis. Some organizations are willing to follow and implement new trends, however, the society and the organization are having difficulties in the implementation phase due to the emic characteristics. Meanwhile, in paternalistic leadership, the focus is on welfare of the employees; a leader's care and protection are genuine, and employees show loyalty due to their respect and appreciation for the benevolence of the leader<sup>37</sup>. On the basis of this review, we hypothesized the following:

*Hypothesis 1: The paternalistic leadership behavior of the managers of the employees within the scope of the research influences the well-being in the workplace.*

This influence is likely not a simple direct relationship. The calls in the literature for the examination of probable leadership mediators and outcome relationship have attracted our interest in investigating the reason why paternalistic leadership may have a positive impact on well-being. One of the ways to exert these positive effects on psychological well-being via paternalistic leadership is the perception regarding the work being meaningful.

### **Paternalistic Leadership and Meaningful Work**

Max Weber argued that paternalistic practices would ultimately become archaic as due to modern organizations' increasing dependence on rules and the protection of individual rights. However, despite this prediction (and line with the verdict of the initial behavioral management theorists such as Munsterberg, 1913), Chinese leaders are likely to care for creating productive and satisfied work groups. They demonstrate individualized, holistic concern for the well-being of subordinates in terms of both personal and family<sup>38</sup>.

The job characteristics model by Hackman and Oldham depicts meaningful work to the extent that it is related to jobs with characteristics i.e. task variety,

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35 Aycan, *ibid*, 2006.

36 Aycan, *ibid*, 2001.

37 Aycan, *ibid*, 2006.

38 Wang, A. & Cheng, B. "When does benevolent leadership lead to creativity? The moderating role of creative role identity and job autonomy". *Journal of Organizational Behavior*, 31, 106-121, 2010.

identity and significance, feedback, and autonomy. According to the recent researches, there is a positive link between paternalistic leadership and the perceptions of employees regarding meaning in terms of job characteristics<sup>39</sup>. Discovering a greater work purpose than the acquired outcomes therein is another way to conceptualize meaningful work. We conceptualize meaningful as stated in the latter in each of the current studies<sup>40</sup>.

Acclaimed leadership scholars such as Bennis<sup>41</sup> are yet calling for the need that the leaders should follow their spirits and generate meaningful work for others along with an impression of a work community. Vaill argues that the role of leaders in regard to responding to the needs of employees should be finding spiritual meaning in their organizations<sup>42</sup>. Published material such as the Wall Street Journal, Business Week, Fortune and others have reported that employees have an increased aspiration for meaning and purpose at work, as well as a spiritual dimension to organizational life. It is suggested via informal evidence that there is a difference among workplaces as to the commitment towards building and nurturing spirits of people, however, ample amount of information does not exist to support this claim. In addition, the interest in workplace spirituality has created an affirmation that spiritually-healthy workplaces presumably foster better performance are partly the fruit of workplace leaders' attitudes, practices and behaviors<sup>43</sup>.

It can be argued that the paternalistic leader may care for, provide for, protect and act like a parent as the parents act towards their children. This leader type is concerned for the general well-being of subordinates and accordingly, they are not likely to subdue to the wishes of the subordinates, instead they maintain a sense of hierarchy and expect obedience. Dworkin uses the word "interfere" to the extent that the paternalistic leader "interferes" with the freedom or sovereignty of the subordinate without his or her consent. Nevertheless, several writers have claimed that paternalistic leadership is both directive and supportive. Scholars studying about leadership have already revealed that paternalistic leadership would be more beneficial in developing countries<sup>44</sup>. Pellegrini and Scandura<sup>45</sup> ar-

39 Chen and Kao, *ibid*, 2009.

40 Arnold et al., *ibid*, 2007

41 Bennis, W. "Old dogs, new tricks". Provo, UT: Executive Excellence Publishing. 1999.

42 Vaill, P. "Introduction to spirituality for business leadership". *Journal of Management Inquiry*, 9(2), 115-116, 2000.

43 Duchon, D. - Plowman, D. A. "Nurturing the spirit at work: Impact on work unit performance". *The Leadership Quarterly*, 16(5), 807-833; DOI: 10.1016/j.leaqua.2005.07.008, 2005.

44 Oner, Z. H. "Servant leadership and paternalistic leadership styles in the Turkish business context: A comparative empirical study". *Leadership & Organization Development Journal*, 33(3), 300-316, DOI: 10.1108/01437731211216489., 2012.

45 Pellegrini, E.K. - Scandura, T.A. "Leader-member exchange (LMX), Paternalism and dele-

gue that many non-Western cultures deem paternalism as an effective leadership style mainly due to the fact that they are both benevolent and authoritarian. This is certainly applicable to Turkey. People in authority take over the role of parents and deem it an obligation to take others under their wings in paternalistic cultures, i.e. personal welfare. In return, subordinates return this care and protection of the paternal authority with the display of loyalty, deference and compliance.

Consequently, based on Bennis<sup>46</sup>, the leaders have the responsibility for creating a meaningful workplace: People strive for meaning in their lives as well as in their workplaces. Does a meaningful workplace exist? If it does, how does it look and feel and to create it, what can leaders do? The results of several empirical studies indicate that the leaders will become more relaxed with a much more fluent, energetic work environment, in other words, the elements that establishes “meaningful work” will be altered<sup>47</sup>. People pursue a job that allows them to learn, develop and have a sense of capacity and mastery and meaningful work, which caters to some sort of feeling of purpose. Those helping subordinates find these characteristics within their work will be effective leaders.

### **Meaningful Work and Psychological Well-Being**

As well as considering the individual-organizational relationship in terms of a pattern of words and concepts including commitment, identification, attachment, loyalty, etc., we may also investigate meaningful work in terms of an array that covers central life interest, job satisfaction, work-life balance, life satisfaction, perspectives on the career, spirituality and the meaning of leisure<sup>48</sup>. One can take the workplace as spiritual (or spirit-friendly) when employees are observed to have a nourishing inner life via meaningful work, which develops in a communal context<sup>49</sup>.

Nielsen et al.<sup>50</sup> argue that, through the creation of meaningful jobs that grants people clarity in their roles and advocates the development of opportunities, implementing an integral approach in training managers in the course of carrying

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gation in the Turkish business culture: an empirical investigation”. *Journal of International Business Studies*, 37, 264-79, 2006.

46 Bennis, *ibid*, 1999.

47 Duchon and Plowman, *ibid*, 2005.

48 Cheney, G.- Zorn E. T.- Planalp S. - Lair, D. J. “Meaningful Work and Personal/Social Well-Being Organizational Communication Engages the Meanings of Work” *Annals of the International Communication Association*, 32(1), 137-185. 2008.

49 Ashmos, D. - Duchon, D. “Spirituality at work: A conceptualization and measure”. *Journal of Management Inquiry*, 9(2), 134-145, 2000.

50 Nielsen, K.- Randall, R. - Yarker, J. - Brenner, S. “The effects of transformational leadership on followers’ perceived work characteristics and psychological well-being: A longitudinal study”, *Work & Stress*, 22(1), 16-32, 2008.

out interventions may bolster the well-being of the employees. People generally dream of a rewarding and meaningful business life while struggling with it as they strive to get used to occasions where they generally have meager control or autonomy<sup>51</sup>.

The flourished interest of scholars in happiness exhibits an example to the extent of the depth of the examination towards the meaning of work. The recent increase in the interest for “positive organizational scholarship” is in line with the rise of “positive psychology”, focusing on happiness and human flourishing in organizational studies<sup>52</sup>.

Well-being entails “objective” and “subjective” elements. Mostly objective elements include overall living standard, workplace environment, safety and hygiene factors while subjective or psychological/mental well-being emphasizes work satisfaction and happiness, since well-being is enhanced with less ambiguity at work and lessening demands for mental and physical work. Furthermore, favorable effects can also be achieved with physical exercise and prosperity<sup>53</sup>. According to research, fulfillment personally meaningful work goals supports subjective well-being and for most people, unemployment leads to decreased well-being<sup>54</sup>. Thus, it is hypothesized that:

*Hypothesis 2: The meaningful work perception of the employees within the scope of the research mediates the relationship between paternalistic leadership and the psychological well-being.*

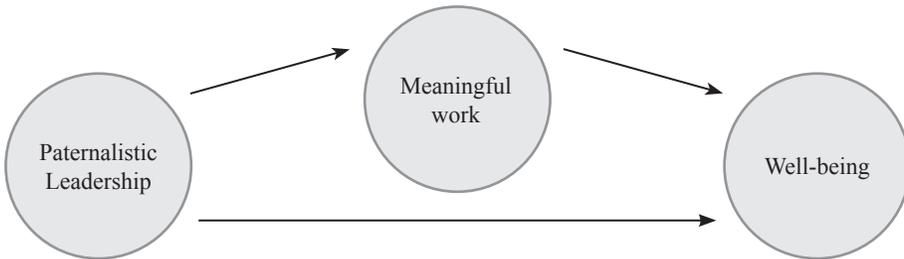


Figure1. The framework of the research model

51 Blustein, D. L. “The psychology of working: A new perspective for career development, counselling, and public policy”. Mahwah, NJ: Erlbaum. 2006.

52 Cheney et al., *ibid*, 2008.

53 Tuomi, K. - Vanhala, S. - Nykyri, E., & Janhonen, M. “Organizational Practices, Work Demands and the Well-Being of Employees: A Follow-Up Study in the Metal Industry and Retail Trade”. *Occupational Medicine: Oxford*, 54(2), 115-21, 2004.

54 Cheney et al., *ibid*, 2008.

## Methodology

This study benefits from the mediation model of Baron and Kenny while explaining the relations among the variables with ingenious steps. The base mediation model including a single variable and the causality construction therein is the most important feature.

The method, suggested by Baron and Kenny<sup>55</sup>, utilized broadly within the literature with the purpose of testing the mediation effect of knowledge sharing and requiring the attainment of four phases to present the current mediator relationship, is utilized in the study. Let us say that the three variables used for this mediation model are X (independent variable), Y (dependent variable) and M (mediator). In this case, such phases occur as follows:

Phase 1: The dependent variables should be influenced by the independent variables in that a regression of independent variables on the dependent variable would occur;

Phase 2: The independent variable should be properly in connection with the mediating variable;

Phase 3: The dependent variables should be influenced by the independent variables in that a regression of independent variables on the dependent variable would occur;

Phase 4: The effect of the mediating variable on the dependent variable, which comprises of regression of both the independent and mediating variables on the dependent variable, should have a higher effect compared to that of independent variable.

However, the regression includes independent and mediator variables in order to see the effect on the dependent variable. In other words, the model simultaneously includes the dependent variable and mediator variable whose effects on the dependent variable Y are investigated with multiple regression. If the relationship between the independent variable X and dependent variable Y is not statistically significant upon checking the mediator variable M, it may be considered that the mediator variable M has a “full mediation” effect. Nevertheless, should a significant decrease in the relationship level between the independent variable X and dependent variable Y is observed, a “partial mediation” effect may be considered as well.

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55 Baron, Reuben M., David A. Kenny: “The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations”, *Journal of Personality and Social Psychology*, 51, 6, 1986, pp.1173-1182.

## Survey Instruments

It is utilized from the instruments already existed in the literature in order to measure the variables in this study.

### *Paternalistic Leadership;*

Paternalistic Leadership is measured using the scale developed by Aycan<sup>56</sup>. Respondents evaluate their perception of paternalistic leadership with this questionnaire consisted of 21 items. Aycan<sup>57</sup> determined the dimensions of paternalistic leadership as follows; family atmosphere at work, individualized relationships, involvement in employees' non-work lives, loyalty expectation, status-hierarchy and authority. All items were rated on a 5-point scale ranging from 1 (definitely disagree), 2 (quite disagree), 3 (somewhat agree), 4 (quite agree) to 5 (definitely agree). Original English scale's Cronbach Alpha is 0,85<sup>58</sup>. Pellegrini and Scandura<sup>59</sup> revised the Aycan's scale and used in their studies. They found that the revised scale is useful for the paternalistic leadership studies in Turkey. At the same time A doctoral thesis from Marmara University was inspired by these scales and obtained paternalistic leadership dimensions in a total of 24 expressions and 3 dimensions in a sample of 270 people. These dimensions are similar to those in our study. When the items which were grouped under these three factors examined, it was found that these item groupings were quite similar to Aycan's<sup>60</sup> suggestion of benevolent, authoritative and authoritarian paternalistic leadership.

### *Meaningful work;*

The measure of the meaning of work used in this study is taken from Ashmos and Duchon's Workplace Spirituality scale with seven items. Original English scale's Cronbach Alpha is 0,85<sup>61</sup>. Arnold et al.<sup>62</sup> used the same scale to investigate the relationships between leadership, meaningful work and well-being. They found with six items Cronbach Alpha is 0,84. This measure assesses respondents' perceptions of work enjoyment and the degree to which their work gives them meaning and purpose. Examples of items are "I see a connection between my work and the larger social good of my community", "The work I do is connected to what I think is important in my life" and "I experience joy in my work".

### *Psychological well-being at work;*

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56 Aycan, ibid, 2006.

57 Aycan, ibid, 2006.

58 Aycan, ibid, 2006.

59 Pellegrini and Scandura, ibid, 2006.

60 Aycan, ibid, 2001.

61 Ashmos and Duchon's, ibid, 2000.

62 Arnold et al., ibid, 2007.

Participants completed the survey that Demo and Paschoal<sup>63</sup> developed and validated the instrument to evaluate work wellbeing perception in Brazil. On the other hand, in some surveys Positive Affective Well-Being scale have evaluated just positive well-being at work. Therefore, positive well-being, negative well-being and fulfillment are also important for this research. The items in this scale ask individuals about the extent to which in the past 6 months they have felt motivated, cheerful, enthusiastic, lively, joyful, and energetic or jittery, worried and upset etc. According to Demo and Paschoal’s research about the concerning the reliability, internal consistency or precision of the factors, values above 0.85 indicate good reliability<sup>64</sup>. All 3 factors showed high reliability, with alpha coefficients higher than 0.90.

### Sample and Data Collection

The participants in this study were graduate students who study master education in Marmara University. People work at different positions in various sectors in Turkey (İstanbul) in order to test the operability of each item in the instruments. The surveys were replied in person and told about the purpose of the study. A total of 120 participants expressed interest in the study and 77 surveys were returned (completed 64% response rate).

Demographic findings of participants are shown in Table 1 below.

**Table 1. Demographic Characteristics of Participants**

Demographic Characteristics		N	%
Gender	Female	44	57.1
	Male	33	42.9
	<b>Total</b>	<b>77</b>	<b>100</b>
Age	Less than 25	19	25.3
	26-30	25	33.3
	31-35	17	22.7
	Over 36	14	18.7
	<b>Total</b>	<b>75</b>	<b>100</b>
	Missing value	2	

63 Demo, G. - Paschoal, T. “Well-Being at Work Scale: Exploratory and Confirmatory Validation in the United States Comprising Affective and Cognitive Components”. *37th EnANPAD September 2013*, Rio De Jenario, 2013.

64 Nunnally, J. C., & Bernstein, I. H. “Psychometric theory” (3rd ed.). New York: McGraw-Hill., 1994.

<b>Seniority at the existing company</b>	Less than 1 year	7	9.1
	1-5 years	31	40.3
	6-10 years	22	28.6
	Over 10 years	17	22.1
	<b>Total</b>	<b>77</b>	<b>100</b>
<b>Seniority with existing manager</b>	Less than 1 year	25	32.5
	1-5 years	36	46.8
	6-10 years	11	14.3
	Over 10 years	5	6.5
	<b>Total</b>	<b>77</b>	<b>100</b>
<b>Gender of manager</b>	Female	28	36.4
	Male	49	63.6
	<b>Total</b>	<b>77</b>	<b>100</b>
<b>Age of manager</b>	Less than 35	19	24.7
	Between 36-40	18	23.4
	Between 41-50	22	28.6
	Over 51	18	23.4
	<b>Total</b>	<b>77</b>	<b>100</b>

### Scale validities and reliabilities

The aim is to provide validity for the paternalistic leadership scale oriented to define the dimensions of paternalistic leadership behaviors within the scope of the research. Factor analysis allows the formation of groups from scale statements under different dimensions that measure the respective dimension. The aim of factor analysis is to measure the knowledge collected from many original variables and to form a lower number of sets of dimensions or factors with the least amount of information loss possible<sup>65</sup>.

The findings of the factor and reliability analyzes belong to Paternalistic Leadership scale are given in Table 2 below.

65 Hair, J. F.- Anderson, R. E.- Tatham, R. L. & Black, W. C. "Multivariate Data Analysis", 5. Ed., New Jersey: Printence Hall, 1998.

**Table 2. Validity and reliability analysis results for Paternalistic Leadership scale**

Factors	Items	Factor Loading	Eigenvalue	Explained Variance (%)	Reliability
Benevolent Paternalistic Leadership	17. Tries his/her best to find a way for the company to help his/her employees whenever they need help on issues outside work (e.g., setting up home, paying for children's tuition)	0.821	1.847	28.211	0.888
	16. Participates in his/her employees' special days (e.g., weddings, funerals, etc.)	0.819			
	8. Is interested in every aspect of his/her employees' lives	0.789			
	12. Gives advice to his/her employees on different matters as if he/she were an elder family member	0.699			
	14. Knows each of his/her employees intimately (e.g., personal problems, family life, etc.)	0.655			
	22. Protects employees from outside criticisms.	0.622			
Authoritative Paternalistic Leadership	24. Closely monitors the development and progress of his or her employees	0.836	7.818	28.866	0.902
	25. Does not hesitate to take action in the name of his or her employees, whenever necessary.	0.808			
	23. Places importance to establishing one-to-one relationship with every employee.	0.764			
	19. Gives his/her employees a chance to develop themselves when they display low performance.	0.756			
	29. Is disciplinarian and at the same time nurturant (sweet & bitter	0.662			
	21. Feels responsible from employees as if they are his or her own children.	0.610			
	30. Wants to control or to be informed about every work-related activity.	0.579			
	26. Is prepared to act as a mediator whenever an employee has problem in his or her private life (e.g. marital problems).	0.563			
Authoritarian Paternalistic Leadership	13. Makes decisions on behalf of his/her employees without asking for their approval (reverse)	0.891	1.395	12.043	0.761
	20. Believes he/she is the only one who knows what is best for his/her employees (reverse)	0.799			

	Total	69.119	
<b>Kaiser Meyer Olkin Sampling Adequacy</b>			<b>0.878</b>
<b>Bartlett Sphericity Test Chi Square</b>			<b>813.494</b>
<b>Sphericity df</b>			<b>120</b>
<b>Sig.</b>			<b>&lt; 0.001</b>

As a result of the factor analysis, the number of statements have been decreased to 16 from 24 and it is observed that 16 statements divide into 3 sub dimensions (factors) and all the factor loadings are over 0.500. The sampling adequacy test result was acceptable with a Kaiser–Meyer–Olkin (KMO) measure of 0.878. It was found that paternalistic leadership variable was grouped under three factors and total variance explained ratio was 69.12%. When the items which were grouped under these three factors examined as the first factor was benevolent paternalistic leadership, the second factor was named as authoritative paternalistic leadership and the third factor was named as authoritarian paternalistic leadership, quite similar to Ayca'n's<sup>66</sup> suggestion of research framework. However, the factors obtained in this study is consistent with the three factors obtained in the doctorate thesis of Önhon<sup>67</sup>. As a result of reliability analyses, Cronbach's Alpha for benevolent paternalistic leadership is 0.888, for authoritative paternalistic leadership is 0.902 and for authoritarian paternalistic leadership is 0.761 (Table 2). These measures indicate that performing a factor analysis on the data was appropriate. Table 2 shows the results of the factor analysis with factor loadings and their corresponding Cronbach's alpha values.

The results of factor and reliability analyzes of the meaningfulness of work scale are shown in Table 3 below.

66 Ayca, *ibid*, 2001.

67 Önhon, Ö., "The Relationship Between Organizational Climate for Innovation and Employees' innovative work behavior; the moderating effects of leadership behavior; Ict sector in Turkey", *Doctoral Dissertation, Marmara University, Institute of Social Sciences, Department of Business Administration in English, Discipline of Organizational Behavior*, İstanbul, 2016.

**Table 3. Validity and reliability analysis results for Meaningful work scale**

Items	Factor Loading	Eigenvalue	Explained Factor (%)	Reliability
7. I understand what gives my work personal meaning.	0.878	3.995	57.075	0.867
3. My spirit is energized by my work.	0.873			
1. I experience joy in my work.	0.819			
4. The work I do is connected to what I think is important in life	0.748			
6. I see a connection between my work and the larger social good of my community.	0.726			
5. I look forward to coming to work most days.	0.623			
2. I believe others experience joy as a result of my work.	0.562			
<b>Kaiser Meyer Olkin Sampling Adequacy</b>				<b>0.844</b>
<b>Bartlett Sphericity Test Chi Square</b>				<b>265.505</b>
<b>Sphericity df</b>				<b>21</b>
<b>Sig.</b>				<b>&lt; 0.001</b>

The results of the factor analysis of 7 statements, created in order to measure the meaningful of work structure, are at acceptable levels with 0.844 KMO, 57.07% explained variance and 0.867 reliability. All factor loadings are over 0.500. The items are grouped under one dimension.

The results of factor and reliability analyzes of the well- being scale are given in Table 4 below.

**Table 4. Validity and reliability analysis results for Well-Being work scale**

Factors	Items	Factor Loading	Eigenvalue	Explained Factor (%)	Reliability
Positive Effect	33. Over the past six months, my work made me feel excited.	0.876	4.709	22.406	0.945
	32. Over the past six months, my work made me feel happy.	0.867			
	37. Over the past six months, my work made me feel content.	0.860			
	35. Over the past six months, my work made me feel enthusiastic	0.852			
	34. Over the past six months, my work made me feel cheerful.	0.829			
	38. Over the past six months, my work made me feel willing.	0.818			
	36. Over the past six months, my work made me feel proud.	0.770			
	40. Over the past six months, my work made me feel active.	0.654			
	39. Over the past six months, my work made me feel calm.	0.410			
Negative Effect	50. Over the past six months, my work made me feel worried.	0.881	12.666	29.254	0.961
	51. Over the past six months, my work made me feel anxious.	0.875			
	45. Over the past six months, my work made me feel angry.	0.841			
	42. Over the past six months, my work made me feel upset.	0.840			
	46. Over the past six months, my work made me feel nervous.	0.835			
	43. Over the past six months, my work made me feel depressed.	0.806			
	49. Over the past six months, my work made me feel annoyed.	0.795			
	41. Over the past six months, my work made me feel distressed.	0.794			
	52. Over the past six months, my work made me feel bored.	0.762			
	44. Over the past six months, my work made me feel jittery.	0.755			
	48. Over the past six months, my work made me feel impatient.	0.726			
	47. Over the past six months, my work made me feel frustrated.	0.642			

<b>Fulfillment</b>	54. In my work, I develop abilities that I consider important.	0.863	2.929	18.355	0.916
	56. In my work, I overcome challenges.	0.861			
	55. In my work, I engage in activities that express my skills.	0.807			
	53. In my work, I achieve my potential.	0.804			
	58. In my work, I advance in the goals I set for my life.	0.782			
	60. In my work, I express what is best in me.	0.745			
	59. In my work, I do what I really like doing.	0.710			
	57. In my work, I achieve results that I regard as valuable.	0.693			
<b>Total</b>			<b>70.015</b>		
<b>Kaiser Meyer Olkin Sampling Adequacy</b>					<b>0.847</b>
<b>Bartlett Sphericity Test Chi Square</b>					<b>2491.922</b>
<b>Sphericity df</b>					<b>406</b>
<b>Sig.</b>					<b>&lt; 0.001</b>

The third structure, well-being at work, is grouped under three dimensions with a total of 29 statements. The factor loadings of the statements in this scale are over 0.600 (except for one item has 0.410 factor loading). The results indicate the KMO value as 0.847, total explained variance as 70% and reliabilities for the positive affect factor as 0.945, negative affect as 0.961 and fulfillment as 0.916.

### Analysis and Results

In this section, the following sub-hypotheses are tested in the context of the main hypotheses (Hypothesis 1 and Hypothesis 2) expressed in the literature section.

$H_{1.1.1}$ : Benevolent paternalistic leadership has an impact on positive effect.

$H_{2.1.1}$ : The relationship between benevolent paternalistic leadership and positive effect is mediated by perceptions of meaningful work.

$H_{1.1.2}$ : Authoritative paternalistic leadership has an impact on positive effect.

$H_{2.1.2}$ : The relationship between authoritative paternalistic leadership and positive effect is mediated by perceptions of meaningful work.

$H_{1.1.3}$ : Authoritarian paternalistic leadership has an impact on positive effect.

$H_{2.1.3}$ : The relationship between authoritarian paternalistic leadership and positive effect is mediated by perceptions of meaningful work.

$H_{1.2.1}$ : Benevolent paternalistic leadership has an impact on negative effect.

$H_{2.2.1}$ : The relationship between benevolent paternalistic leadership and negative effect is mediated by perceptions of meaningful work.

$H_{1.2.2}$ : Authoritative paternalistic leadership has an impact on negative effect.

$H_{2.2.2}$ : The relationship between authoritative paternalistic leadership and negative effect is mediated by perceptions of meaningful work.

$H_{1.2.3}$ : Authoritarian paternalistic leadership has an impact on negative effect.

$H_{2.2.3}$ : The relationship between authoritarian paternalistic leadership and negative effect is mediated by perceptions of meaningful work.

$H_{1.3.1}$ : Benevolent paternalistic leadership has an impact on fulfillment.

$H_{2.3.1}$ : The relationship between benevolent paternalistic leadership and fulfillment is mediated by perceptions of meaningful work.

$H_{1.3.2}$ : Authoritative paternalistic leadership has an impact on fulfillment.

$H_{2.3.2}$ : The relationship between authoritative paternalistic leadership and fulfillment is mediated by perceptions of meaningful work.

$H_{1.3.3}$ : Authoritarian paternalistic leadership has an impact on fulfillment.

$H_{2.3.3}$ : The relationship between authoritarian paternalistic leadership and fulfillment is mediated by perceptions of meaningful work.

**Table 5. indicates the means and standard deviations as well as the cross correlations for all research variables.**

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Gender	1												
2. Age	0.36**	1											
3. Tenure	0.14	0.61**	1										
4. Time with manager (Mngr)	0.24*	0.55**	0.47**	1									
5. Gender of Mngr	0.22	-0.07	-0.09	0.08	1								
6. Age of Mngr	0.11	0.28*	0.31**	0.23*	-0.12	1							
7. Benevolent <sup>a</sup>	0.16	-0.12	-0.06	0.07	-0.06	-0.01	1						
8. Authoritative <sup>a</sup>	0.11	-0.05	-0.11	-0.05	0.08	-0.05	0.71**	1					
9. Authoritarian <sup>a</sup>	-0.01	0.24*	0.16	0.07	-0.13	0.11	-0.28*	-0.25*	1				
10. Meaningful	0.12	0.18	0.03	0.07	-0.05	0.003	0.30**	0.30**	-0.10	1			
11. Positive impact	0.09	0.09	-0.02	-0.06	-0.06	0.08	0.45**	0.65**	-0.01	0.64**	1		
12. Negative impact	-0.005	-0.13	-0.07	0.08	0.22	-0.01	-0.32**	-0.42**	0.12	-0.39**	-0.59**	1	
13. Fulfillment	0.09	0.19	0.16	0.11	0.04	0.04	0.09	0.19	-0.07	0.56**	0.33**	-0.23*	1
Mean	0.43	30.88	2.64	1.95	0.64	42.64	3.39	3.30	2.80	3.65	3.43	2.32	3.89
Standard Deviation	0.50	7.56	0.93	0.86	0.48	9.95	0.97	0.90	1.10	0.73	0.96	1.01	0.73

\*p<0,05; \*\*p<0,01; n=77; a: Paternalistic Leadership Factors; Mngr; manager in short; Within gender, female=0, male=1.

The examination of the Table 5 indicates significant relationships between dependent variables and independent variables ( $p$  values  $< 0.05$  or  $0.01$ ) for the regression analyses that are required when the hypotheses within the research are being tested. Upon evaluating the Pearson Correlation Coefficients ( $r$ ) in the table, it can be stated that these significant relationships are weak or moderate. In conclusion, there are significant relationships between variables that can be used to perform regression analysis. However, upon examining whether there are significant relationships between the variables in the model and the demographic variables (Gender, Age, Working Duration, Working Duration with the Current Manager, Manager Gender, Manager Age), no significant relationships have been determined ( $p > 0.05$ ). Therefore, no control variables have been used in the subsequent analyses.

### Testing the model

The data obtained has been tested with Baron and Kenny mediation model, which is a widely-used model to test relationships with multiple variables, via the utilization of SPSS 20.

The findings regarding the examination of the effect of Paternalistic Leadership Factors on Positive Effect and the mediating role of the variable Work Meaningfulness on this effect are provided in Table 6 below.

**Table 6. Summary Table of Obtained Results by Testing of Research Hypotheses -1**

<b>Independent Variables</b>	<b>POSITIVE EFFECT (Dependent Variable)</b>	<b>MEANINGFUL WORK (Mediator Variable)</b>	<b>Mediation</b>
<b>BENEVOLENT PATERNALISTIC LEADERSHIP</b>	Significant ( $R^2=0.200$ ) <b>(<math>\beta=0.443</math>; <math>p&lt;0.001</math>)</b>	Significant ( $R^2=0.089$ ) ( $\beta=0.224$ ; $p=0.008$ )	<b>Partial Mediation</b> (Adj. $R^2=0.467$ ) ( $\beta=0.735$ ; $p<0.001$ ) <sup>a</sup> <b>(<math>\beta=0.279</math>; <math>p=0.002</math>)<sup>b</sup></b>
<b>AUTHORITATIVE PATERNALISTIC LEADERSHIP</b>	Significant ( $R^2=0.418$ ) <b>(<math>\beta=0.695</math>; <math>p&lt;0.001</math>)</b>	Significant ( $R^2=0.089$ ) ( $\beta=0.242$ ; $p=0.009$ )	<b>Partial Mediation</b> (Adj. $R^2=0.628$ ) ( $\beta=0.649$ ; $p<0.001$ ) <sup>a</sup> <b>(<math>\beta=0.538</math>; <math>p&lt;0.001</math>)<sup>b</sup></b>
<b>AUTHORITARIAN PATERNALISTIC LEADERSHIP</b>	Non-Significant ( $R^2<0.001$ ) <b>(<math>\beta= -0.010</math>; <math>p=0.922</math>)</b>	-	<b>No Mediation</b>

a: Coefficient of mediation variable in multiple regression

b: Coefficient of independent variable in multiple regression

According to Table 6, it has been found that the Benevolent Paternalistic Leadership and the Executive/Authorized Paternalistic Leadership factors had significant effects on the Positive Effect factor (F values= 18.752 and 53.899, p values <0.001) and that the effect of the Authoritarian Paternalistic Leadership factor is insignificant (F= 0.010; p= 0.922). Therefore, the hypotheses  $H_{1.1.1}$  and  $H_{1.1.2}$  within the scope of the research have been accepted; while the hypothesis  $H_{1.1.3}$  has been rejected. Upon examining whether there is mediating effect of the Work Meaningfulness variable on these effects, it has been determined that the Work Meaningfulness variable has a partly mediating role in the effects of the Benevolent Paternalistic Leadership and Authoritative Paternalistic Leadership factors on the Positive Effect factor. Apart from that, as the Authoritarian Paternalistic Leadership factor does not have a significant effect on Positive Effect, it may be stated that the Work Meaningfulness variable does not have a mediating role in this effect. Therefore, the hypotheses  $H_{2.1.1}$  and  $H_{2.1.2}$  among the mediation hypotheses within the scope of the research have been accepted; while the hypothesis  $H_{2.1.3}$  has been rejected.

The findings regarding the examination of the effect of Paternalistic Leadership Factors on Negative Effect and the mediating role of the variable Work Meaningfulness on this effect are provided in Table 7 below.

**Table 7. Summary Table of Obtained Results by Testing of Research Hypotheses -2**

<b>Independent Variables</b>	<b>NEGATIVE AFFECT (Dependent Variable)</b>	<b>MEANINGFUL WORK (Mediator Variable)</b>	<b>Mediation</b>
<b>BENEVOLENT PATERNALISTIC LEADERSHIP</b>	Significant ( $R^2=0.104$ ) ( $\beta= -0.337$ ; $p=0.004$ )	Significant ( $R^2=0.089$ ) ( $\beta=0.224$ ; $p=0.008$ )	<b>Partial Mediation</b> (Adj. $R^2=0.178$ ) ( $\beta= -0.450$ ; $p=0.004$ ) <sup>a</sup> ( $\beta= -0.236$ ; $p=0.041$ ) <sup>b</sup>
<b>AUTHORITATIVE PATERNALISTIC LEADERSHIP</b>	Significant ( $R^2=0.418$ ) ( $\beta= -0.477$ ; $p<0.001$ )	Significant ( $R^2=0.089$ ) ( $\beta=0.242$ ; $p=0.009$ )	<b>Partial Mediation</b> (Adj. $R^2=0.235$ ) ( $\beta= -0.405$ ; $p=0.007$ ) <sup>a</sup> ( $\beta= -0.378$ ; $p=0.002$ ) <sup>b</sup>
<b>AUTHORITARIAN PATERNALISTIC LEADERSHIP</b>	Non-Significant ( $R^2=0.014$ ) ( $\beta= 0.108$ ; $p=0.310$ )	-	<b>No Mediation</b>

a: Coefficient of mediation variable in multiple regression

b: Coefficient of independent variable in multiple regression

According to Table 7, it has been found that the Benevolent Paternalistic Leadership and the Executive/Authorized Paternalistic Leadership factors had significant effects on the Negative Effect factor (F values= 8.747 and 16.239, p values=0.004 and <0.001) and that the effect of the Authoritarian Paternalistic Leadership factor is insignificant (F= 1.047; p= 0.310). Therefore, the hypotheses  $H_{1.2.1}$  and  $H_{1.2.2}$  within the scope of the research have been accepted; while the hypothesis  $H_{1.2.3}$  has been rejected. Upon examining whether there is mediating effect of the Work Meaningfulness variable on these effects, it has been determined that the Work Meaningfulness variable has a partly mediating role in the effects of the Benevolent Paternalistic Leadership and Executive/Authorized Paternalistic Leadership factors on the Negative Effect factor. Apart from that, as the Authoritarian Paternalistic Leadership factor does not have a significant effect on Negative Effect, it may be stated that the Work Meaningfulness variable does not have a mediating role in this effect. Therefore, the hypotheses  $H_{2.2.1}$  and  $H_{2.2.2}$  among the mediation hypotheses within the scope of the research have been accepted; while the hypothesis  $H_{2.2.3}$  has been rejected.

The findings regarding the examination of the effect of Paternalistic Leadership Factors on Fulfillment and the mediating role of the variable Work Meaningfulness on this effect are provided in Table 8 below.

**Table 8. Summary Table of Obtained Results by Testing of Research Hypotheses -3**

<b>Independent Variables</b>	<b>FULFILLMENT (Dependent Variable)</b>	<b>MEANINGFUL WORK (Mediator Variable)</b>	<b>Mediation</b>
<b>BENEVOLENT PATERNALISTIC LEADERSHIP</b>	Non-Significant ( $R^2=0.009$ ) ( $\beta=0.071$ ; $p=0.412$ )	-	<b>No Mediation</b>
<b>AUTHORITATIVE PATERNALISTIC LEADERSHIP</b>	Significant ( $\alpha=0.10$ ) ( $R^2=0.037$ ) ( $\beta=0.156$ ; $p=0.094$ )	Significant ( $R^2=0.089$ ) ( $\beta=0.242$ ; $p=0.009$ )	<b>Fully Mediation</b> (Adj. $R^2=0.300$ ) ( $\beta=0.554$ ; $p<0.001$ ) <sup>a</sup> ( $\beta=0.022$ ; $p=0.790$ ) <sup>b</sup>
<b>AUTHORITARIAN PATERNALISTIC LEADERSHIP</b>	Non-Significant ( $R^2=0.005$ ) ( $\beta= -0.044$ ; $p=0.561$ )	-	<b>No Mediation</b>

a: Coefficient of mediation variable in multiple regression

b: Coefficient of independent variable in multiple regression

According to Table 8, it has been found that the effects of the Benevolent Paternalistic Leadership and Authoritarian Paternalistic Leadership on Fulfillment factor is insignificant (F values=0.680 and 0.341; p values=0.412 and 0.561). It can be concluded that the effect of Executive/Authorized Paternalistic Leadership is significant (F=2.880; p=0.094) at 10% error level. Therefore, the hypotheses  $H_{1.3.1}$  and  $H_{1.3.3}$  within the scope of the research have been accepted; while the hypothesis  $H_{1.3.2}$  has been rejected. Upon examining whether there is mediating effect of the Work Meaningfulness variable on these effects, it may be stated that the Work Meaningfulness variable does not have a mediating role in these effects due to the fact that Benevolent Paternalistic Leadership and Authoritarian Paternalistic Leadership do not have significant effects on the Fulfillment factor. However, it has been determined that the variable Work Meaningfulness has a complete mediating effect on the effect of Executive/Authorized Paternalistic Leadership on Fulfillment factor. Therefore, the hypotheses  $H_{2.3.1}$  and  $H_{2.3.3}$  among the mediation hypotheses within the scope of the research have been accepted; while the hypothesis  $H_{2.3.2}$  has been rejected.

### Discussion and Conclusions

In globalizing organizations, business managers are faced with the obligation to motivate their increasingly diverse employees. Therefore, work-related stress-centered leadership research and its impact on the subordinates constitute a broader area of academic work and, in practice, increase humanistic concerns in the workplace<sup>68</sup>. In this sense, a number of studies are conducted on leadership styles and their impact on employees.

In their study, Arnold et al.<sup>69</sup> have concluded that the transformational leadership is influential on psychological well-being and that it is fully mediated by the significance of this influence. The research by Chen and Kao<sup>70</sup> on the foreign individuals working in the companies in China has investigated positive impact of the benevolent and spiritual variables of the paternalistic leadership on the psychological well-being of employees and the negative effect of the authoritarian variable. In the results of this study, only the negative effect of the authoritarian variable of paternalistic leadership was accepted as a hypothesis and other hypotheses were rejected. Soylu, argues that the paternalistic leadership focuses on ‘maintaining the situation and authority’ and ‘expecting loyalty in response to a given interest, which in turn positively relates bullying experience in the workplace. On the other hand, however, the paternalistic leadership is considered to be negatively related to the bullying experience in the workplace as it focuses

68 Chen and Kao, *ibid*, 2009.

69 Arnold et al., *ibid*, 2007.

70 Chen and Kao, *ibid*, 2009.

on ‘creating a family atmosphere at work’, ‘maintaining individualized relations’ and ‘entering into the workplace’ in terms of familyality dimension. The analyses that have been conducted support these hypotheses.<sup>71, 72.</sup>

Work meaningfulness has also been a subject of different researches<sup>73.</sup> In his article where he states that he believes one of the moral liabilities of the company is to provide meaningful works to employees, Bowie<sup>74.</sup>, expresses how difficult it is to define job meaning. Immanuel Kant states that a meaningful work has six characteristic features based on his reading. 1. Meaningful work is a volunteer-based work in terms of entry. 2. The worker is granted freedom in expressing autonomy and independence in meaningful work. 3. Meaningful work allows the worker to establish analytical capabilities. 4. A salary that is adequate for physical welfare is provided via meaningful work. 5. Moral development of employees is encouraged in meaningful work. 6. In terms of interfering with the worker’s understanding regarding the way to achieve happiness, meaningful work is not paternalistic. Again, May et al.<sup>75</sup> found in their research on the work meaningfulness that meaningfulness is positively related to job enrichment, work role fit, and co-worker relations variables, and meaningfulness is positively related to engagement.

Another variable that is the subject of our research is psychological well-being. Work can affect not only physical but also psycho-social aspects of human life. Psycho-social factors such as social support at work, form of control and role conflict have been associated with absenteeism, hypertension, depression, burnout, cardiovascular disease and other disorders. However, research has also revealed that there is a relationship between the manager’s behavior and the psychological well-being of employees. Managerial behavior has made a statistically significant contribution to predicting psychiatric distress beyond the age, health care practices, support from other people at work, support from the home, stressful life events and stressful business events. Research results support the hypothesis that the behavior of the manager is much more than that explained by other variables affecting employee well-being<sup>76.</sup>

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71 Soylu, S. “Creating a Family or Loyalty-Based Framework: The Effects of Paternalistic Leadership on Workplace Bullying”. *Journal of Business Ethics*. 99:217–231, 2011.

72 Bowie, N. E. “A Kantian Theory of Meaningful Work”, *Journal of Business Ethics*, Vol. 17, 1083-1092, 1998.

73 Hackman and Oldham, *ibid*, 1976;  
Bowie, *ibid*, 1998;  
Harpaz and Xuanning Fu, *ibid*, 2002;  
May et al., *ibid*, 2004;  
Arnold et al., *ibid*, 2007.

74 Bowie, *ibid*, 1998.

75 May et al., *ibid*, 2004.

76 Gilbreath, B., - Benson, P.G. “The contribution of supervisor behaviour to employee psychological well-being”. *Work & Stress*, 18(3), 255–266, 2004.

Among these, the first one is the paternalistic leadership variable which consists of three dimensions as benevolent, executive and authoritarian. Psychological well-being variable has been similarly categorized as a result of analysis and these dimensions have been named positive effect, negative effect and fulfillment. The significance of the last variable has been analyzed as a single factor. According to analyzes made; benevolent paternalistic leadership and executive/authorized paternalistic leadership factors have significant effects on the positive and negative impact factors of psychological well-being and that job-related variability has a partial mediator role on these effects. In addition, it has been determined that the executive/authorized paternalistic leadership has a significant influence on fulfillment at the 10% error level and that the significance of work meaningfulness is fully mediated by this effect.

It has been determined that the authoritarian parental leadership factor has no significant effect on the positive effect, negative effect and fulfillment factors and therefore the Work Meaningfulness variable can have a mediating role on these effects. From this point of view, the research yields completely different results to those of Chen and Kao's<sup>77</sup> research and similar results with the research of Arnold et al<sup>78</sup>.

The findings of our study are consistent with those of previous researches; for instance, it is reported by Arnold et al.<sup>79</sup> that increased well-being of the employees is associated with high-quality leadership. Kuoppala's<sup>80</sup> meta-analytic results probed on leadership, job well-being and health effects and their findings indicated that leadership is associated with job well-being. It is observed that good leadership improves job satisfaction while decreasing being absent due to sickness and disability pensions.

One of the results of a research on hospitality employees has revealed that managers execute different leadership styles in the work environment, behaviour of whom having direct effects on the outputs of the employee. Higher employee satisfaction, commitment and productivity may be achieved through effective usage of leadership style (i.e. utilization of transformational leadership). Consequently, through the provision of healthy working conditions for the employees in a competitive business world and making every effort to bolster the organizational commitment of the employees, leaders can make significant contributions to organizational health<sup>81</sup>.

77 Chen and Kao, *ibid*, 2009.

78 Arnold et al., *ibid*, 2007.

79 Arnold et al., *ibid*, 2007.

80 Kuoppala, J., Lamminpa, A., Liira, J., Vainio, H., 2008. Leadership, Job Well-being, and Health Effects – A Systematic Review and a Meta-analysis. CME Available for this Article at ACOEM.org, pp. 904–915. 2008.

81 Kara et al. 2013.

Another study in Turkey examining the relationship between the benevolent leadership, one of the paternalistic leadership factors, and psychological well-being, the results revealed that there is a positive relationship between the benevolent leadership and employee well-being<sup>82</sup>. As observed, paternalistic leadership mediates the psychological well-being and various changes affected by it. However, the use of a Turkish sample has contributed to the growing literature examining employee well-being in non-Western settings.

With respect to the study limitations and future research, first, it should be emphasized that the study sample may not be generalized for the employee population in Turkey. The researches in the future should employ a better probability sample to ensure generalizability. Second, the generalizability of the study is even further restricted to accessible employees. The model should be tested in the context of different industries and in similar countries which have the same culture outside of Turkey in the future researches. Third, the study is on a cross-sectional survey (i.e., correlational study) in general, which means the inability to demonstrate cause and effect. Future research should employ a longitudinal design that is more suitable for causation test. Finally, our study has indicated that paternalistic leadership has an important role in the prediction of well-being. However, our study does not address the specific mechanism causing this, therefore, the researches in the future should explore the mediating constructs that may help a better understanding for the influence of paternalistic leadership on psychological well-being.

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82 Erkutlu Hakan and Jamel Chafra ,”Benevolent leadership and psychological well-being”, Leadership & Organization Development Journal, Vol. 37 Iss. 3 pp. 369 – 386. 2016.

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