



RESEARCH PAPER

The Impact of Authoritarianism, Benevolence and Morality on Task Performance with the Mediation of PO Fit

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PAPER INFO	ABSTRACT
Received: January 04, 2020	Reflecting the task oriented performance of medical practitioners of hospitals in Asian context under the domain of high power distance, paternalistic leadership seems relevant in the leadership context. The major purpose of this quantitative study is pillared on positivist philosophy and to seek an insight of the three dimensions of paternalistic leadership and its relationship with the individual task performance in the presence of the person organization fit as a mediator. Data is collected through surveyed questionnaires distributed among 500 doctors and nurses working in public and private hospitals of Islamabad and 391 responses of medical practitioners are analyzed through multistage sampling technique. The study added the leadership literature by extending the role of paternalistic leadership unveiled on the basis of social identification theory and portraying the subordinate -centered approach. The results of data analyzed on SMART PLS 3.0 through structural equation modeling .The outputs showed the weak positive relationship exists between the authoritarian leadership and task performance while benevolence and morality both lead towards the positive evidences.
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Introduction

The growing business interest and innovation Sparked the scholarly interest of leadership styles(Zheng, 2016).The most widespread concept of Asian leadership is paternalistic leadership where top down hierarchical system reflects Confucianism and power distance,a basic ternate of collectivistic culture(Aycan, 2006). This philosophy has evolved the leadership behavior on the basis of social relationship into two aspects. As a paternal figure andas Patriarch,Paternal is symbolizes father like while patriarch represents as a family head who works for

best interests of follower. So it is a combination of two energies by Yin-Yan holistic and dynamic philosophy (Fang, 2012). Yin symbolizes female and yang is the representation of Male energy, both of them are two opposite forces but complementary to form the whole (Fang, 2012). All the three components of paternalistic leadership seem different but complementary.

Paternalistic leadership is considered as typical Asian leadership style having its roots in Chinese Confucian culture (Farh & Cheng, 2000; Ugurluoglu, Aldogan, Turgut, & Ozatkan, 2018; Zhang & Xie, 2017). In Asian context it is supposed to be extremely effective in influencing employee behaviors. It is not a unitary phenomenon, rather is multidimensional in nature (Y. Chen, Zhou, & Klyver, 2019). The concept of paternalism is progressively growing since last two decades in the field of organizational research with its three dimensions: authoritarianism, benevolence and moral (Y. Chen et al., 2019). Paternalistic leadership is a culturally embedded leadership construct as the eastern employee prefer holistic thinking (Nisbett, Peng, Choi, & Norenzayan, 2001) that needs similarity and continuity with the system in comparison to western cultures individuals who prefer analytical thinking with reflection of rules, structure and meaningful protection being considering it important (Jackson, 2016).

Paternalistic leadership has thrived the researchers to answer certain gaps in the literature. This research would systematically address and clarifies the major research calls by offering a clear mechanism underlying between the paternalistic leadership and task performance. In a meta-analysis it is suggested for the future researchers to proceed for other possible research designs to understand the concept of paternalistic leadership and individual work outcomes

Deference in response to benevolence paternalism collectivist culture, self-discipline and unselfishness with superior personal virtues is dominant in perspective of follower Confucian ideology (Saboe, Taing, Way, & Johnson, 2015). Paternalistic leaders strive for integrating the organizational values so that they could defend their own company by showing towards it. Fit has taken most attention in scholarly researches that is linked with attaining the organizational values. A great influence of PO fit is seen on burnout, turnover, job satisfaction, organizational citizenship behavior, organizational commitment task performance and intention to quit (Andela & van der Doef, 2019; Hoffman & Woehr, 2006; Kristof-Brown, Zimmerman, & Johnson, 2005). In comparison to organizational citizenship behavior, job related task performance show more positive relationship with PO fit (Hoffman & Woehr, 2006).

There are certain change agents the pushes the employees to Re assess their concept of fit and reevaluate their perception (Follmer, Talbot, Kristof-Brown, Astrove, & Billsberry, 2018; Schuh, Zhang, & Tian, 2013). Re-Structuring changing in job design and interpersonal contacts could alter this perception. A change in management or immediate supervisor could be a major source of this perceptual

change. If some tasks are undesirable and new supervisor pushes the force act there could be a misfit.

These dissimilarities may be at surface-level or at deep level. The supervisor or colleagues' belief system. These doubts may create disagreement between perceived degree of similarity in line with concept of literature in authenticity at work (Van den Bosch, Taris, Schaufeli, Peeters, & Reijseger, 2019). The authentic actions of the person are influenced by environment in which a person functions. This environment is comprised of person, his or her job, group, organization and supervisor.

The cohesion, relatedness's, Role clarity and satisfaction could be attained by congruence of interpersonal type of fit which could be done by constructive graduation of leadership styles.

Literature Review

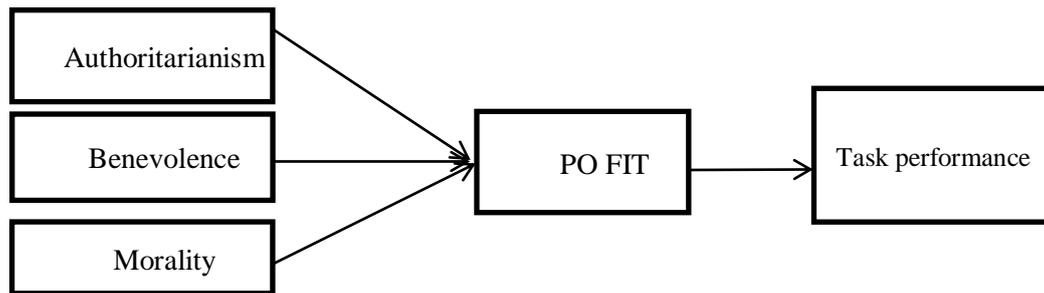
Paternalistic leadership (PL) is combination of morality, authoritarianism and fatherly benevolence being its three dimensions (Farh & Cheng, 2000). Authoritarianism is concerned with absolute control over the subordinate with unquestioned obedience in return (Cheng, Chou, Wu, Huang, & Farh, 2004). Benevolence depicts the individualized concern and well-being for subordinate not specifically for work domain but for the non-work domain as well (A. C. Wang & Cheng, 2010). Morality symbolizes the superior integrity, personal virtues, unselfishness and self-discipline of the leader (Erben & Güneşer, 2008).

The Authoritarianism is a concept of Confucian culture with high power distance that demands obedience of the superiors from the lower ranks (X.-P. Chen, Eberly, Chiang, Farh, & Cheng, 2014). Benevolent leaders build high quality exchange relationship having concern for employee's personal situations (Chan & Mak, 2012) and employees show strong feelings towards their organization while morality is measured on the basis of self-respect and moral attitude.

Morality exerts virtuous impact of leaders as a role model (Y. Chen et al., 2019). Authoritarianism and benevolence are essential components of paternalistic leadership that enhances the employee performance because of their combined impact (H. Wang & Guan, 2018). P-O fit is the degree of correspondence between his own values and organizational values (Hamstra, Van Vianen, & Koen, 2019). Individuals respond to fit when they perceive it (Chi & Pan, 2012). Literature showed the relationship of perceived P-O fit with both the positive and negative outcomes including organizational citizenship behavior and turnover intentions (Kristof-Brown et al., 2005). That past studies majorly focused on western societies in different cultural settings (Priyadarshi & Premchandran, 2018). The generalizability of the P-O fit theory is the need of research studies now (Y. Chen et al., 2019). PO fit is the similarity between person's perceived self-concept and organization image (Kristof-Brown & Guay, 2011). It is basically the

compatibility match between the beliefs, norms and values with goals, desires and preferences of organization. On the basis of social identify approach employee categorize their selves as a group and justify the ideal leadership behavior being positive impact of paternalistic leadership (Wang & Chan, 2012).

Theoretical Framework



The identification approach leading towards the relational identity that the individual play its role incumbent into the social system. The construction of social identities through observation, interaction, feedback and negotiation. When these relational identities are formed, shaped and revised by the individuals, sense of interdependent role is generated under the influence of leadership process and leader perceived behavior is considered which help the follower to respond.

Authoritarianism and task performance with the mediation of PO Fit

Authoritarian leadership is proposed to have a positive effect on employees under certain conditions (A. Wang et al., 2018). According to the subordinate centered perspective there are certain factors that may foster the relationship of authoritarian leadership with the individual performance through a mediating mechanism of learning orientation (H. Wang & Guan, 2018)

Authoritarian leaders are responsible for the both the compliance and submission over their employees. For example the adherence to high standards and punishment for performance failure are both in the domain of authoritarian leader (Wang et al., 2013) that may lead toward the negative outcomes.

No doubt, the dark side of leadership is a matter of scholarly interest of researchers and practitioners. Specifically, Authoritarian leadership is considered as a destructive leadership style which is a using the authority to control their followers. Different studies has explored the positive as well as the negative

impacts of this particular concept in different cultural context (Y. Chen et al., 2019; A. Wang et al., 2018; Zheng, 2016).

There are certain studies that show the positive impact of authoritarian on individual behavior with the mediation of insider status and moderation of power distance (Schaubroeck, Shen, & Chong, 2017). These complex and different findings urges to proceed in finding the relationship between authoritarianism and other work related outcomes through a mediating mechanism. The dual variations in research findings, demands for the psychological processes in the way between authoritarian leadership and performance of individual. Authoritarian leadership is concerned with limitation of motivational and psychological connection toward the organizations and work units. Authoritarianism attitude may impact positively or negatively depending upon its intensity. Certain subordinates centered perspectives explain the impact of its intensity through the psychological mechanism by generating positive outcomes in Asian context when there is fit between the organizational values.

In traditional Confucian value system a centralized authority is established by the leader (H. Wang & Guan, 2018). High standards are maintained through this centralized authority because of singular mission focused by all employees without any uncertainty (Farh & Cheng, 2000). In high power distance culture, employees receive high information from authoritative leaders with their passive attitude towards their work in low power distance culture the approach towards the accessibility of leader is easy so when the authoritative style is implemented, it is not accepted by majority of the employees. The strict demand of authoritarian leadership surprisingly leads towards generation of new ideas as employees perceive their leaders as challenging (Shu, Chiang, & Lu, 2018). The employee assumes the leader's strictness beyond the self-interest accompanied with sincerity and well-being. The collective interest cares evoke the concept of "us".

Within the framework of social identity approach, members of the organization advance positively for the collective interest of and define themselves along a social identity basis establishment of guidelines developed by shared values and norms of leadership (Badawy, Gazdag, Brouer, & Treadway, 2019). The compatibility match between the person with the organizational values is attained which is a source of high motivation for all the employees to complete their job tasks. As authoritative leaders provide a clear message and an ambiguous message that could create a latter a sense of understanding the tasks by developing positive behavior towards their work and ultimately high standard expectations are developed by the leader (Bednarska, 2017; Y. Chen et al., 2019). Thus strict control over the task accomplishment creates a positive change in the tasks performance. The inconsistency between the individual cultural values and authoritarianism may occur because of difference in cultural values and leadership behavior.

H₁: PO fit mediates the relationship between authoritarianism and Task performance.

Benevolence and Task performance with the mediation of PO Fit

Benevolence is concerned with job as well as personal well-being of the employee (Tang & Naumann, 2015). The paternalistic leader shows concern for follower care and personal well-being that develop the emotional bond and warm feelings toward and reciprocal relationship continues positively (Cheng et al., 2004). As a result of motivation that engages the employee by using the work efforts of the leaders, benevolence leads towards positive work performance (Niu, Wang, & Cheng, 2009). Benevolent leader create a human work environment with supportive, trustful and respecting characteristics. The benevolence attitude benefit the employee through their genuine actions and employee by reciprocity show high task performance.

Benevolence is a cultural bound concept is also explained in previous literature that the paternalistic leadership effect interactively with the benevolence leadership (Tian & Sanchez, 2017). Benevolence is not only concerned with followers well-being it demonstrate the concern for follower whole persona including family as well (Li, Leung, Chen, & Luo, 2012; Lin, Ma, Zhang, & Li, 2018). The benevolent leadership show positive impact on employee performance including a variety of positive outcomes, for example trust, commitment, citizenship behavior, job performance and satisfaction (A. Wang et al., 2018).

On the basis of subordinate centered perspective benevolent leadership through identity approach creates aspiration of one's belongings (Chan, Huang, Snape, & Lam, 2013). Employees categorize themselves as being a member of group they belong for the collective interest of the organization (Tian & Sanchez, 2017)

Benevolence leader is always trying to establish a supportive environment through their actions. The personalized leader follower behavior is mutually established through clear understanding of benevolent leadership which enhances the efforts for performance improvement.

H₂: PO fit mediates the relationship between benevolence and Task performance.

Morality and Task performance with the mediation of PO Fit

Morality is a characteristic of Chinese Confucianism showing a combination of superior personal virtues unselfishness and self-discipline of a leader (Afsar, 2014). Moral dimension of paternalistic leader is the considered as significant quality. From employee centered perspective individuals show high expectation from the moral standards of the supervisor built on morality and integrity. The individual apt to identify those having selfless virtues. As leading by example with superior virtues and high moral standards are considered the most effective forms of managing employees in high power distance culture (Farh & Cheng, 2000). The authority of leaders could only be accepted when it is along with

morality because an immoral leader may not have followers. Based on social identification approach the self-concept of the employee is developed through internalizing the values of the organization as presented by the example of leader because of his justified and trusted attitude .this trusted relationship creates the compatibility match between the organization values and individual values thus leading towards PO fit .The meaningful and clarity bout the organization values through morality of leader would be helpful in completing their job tasks.

H₃: PO fit mediates the relationship between morality and Task performance.

Research Methodology

All the instruments are adopted from the literature for this empirical quantitative study. A questionnaire based on the adopted instruments is used consisting of five point likert scale ranging from suffix "1" for strongly disagree to suffix "5" as strongly agree for all the scales except for task performance labeled as "1" for seldom to "5" as always. According to the report of economic survey 2017 ,the total number registered medical practitioners in Pakistan consist of 20800 doctors while 20463 are dentists and 103777 are the nurses .500 survey questionnaires are distributed ,out of which 460 responses are collected and a sample of 391 is selected for data analysis .

Instrumentation

Task performance is measured by the generic framework of individual work performance(Koopmans, Bernaards, Hildebrandt, de Vet, & van der Beek, 2014). Only job relevant dimensions are measured including work quality, how work is organized,work efficiency and result orientation. The perceived Person-Organization fit is measured through compatibility match between individual values and organizational values(Kristof-Brown et al., 2005)For example these items includes"thereis good fit between my organization values and the things I value in my life."

The paternalistic leadership scale consist of authoritarianism, benevolence and morality and titled as global paternalistic scale(Farh & Cheng, 2000).Authoritarianism reflects authority ,power and control, benevolence is matter of respect and obedience through encouraging and coaching of the leader

Person Organization Fit is measured through perceived PO fit consisting of the items including for example "There is a good match of organizational values and the things I value in my Life"(Cable & DeRue, 2002).

Data Analysis

This study was conducted based on quantitative methods. So the data were collected through adopted scales used in previous research studies from the medical practitioners including doctors and nurses working in the hospitals. In health care sector, it is conceptualized as a set of attitudes behaviors, beliefs and values. Literature synthesis suggests that effective leadership translates the positive results not only for health system but for professionals as well with appropriate impact on patients. 500 survey questionnaires were distributed, 460 were collected back and 391 were analyzed to test the hypothesis.

Demographics

At the very initial phases in order to analyze the demographics collected data was analyzed into SPSS 20.0. The outputs shows the 98 number of male respondents then the females whose number was 293 as the number of females in the nursing profession is higher than males. The highest frequency of maximum experience of respondents is less than 5 years.

In the next phase *Structural Equational modeling* is used through partial least square and data is analyzed by using SMART PLS 3.0. The measurement model and structural model outputs are generated.

As proposed that it is an appropriate procedure for testing the conceptual model with multiple constructs and could estimate the model without imposing strict rules on sample size as well as on data distribution (Hair et al; 2011).

The measurement model presented the values of reliability, convergent validity and discriminant validity. In order to test the reliability, the reliability coefficient is measured. Cronbach alpha values are greater than 0.8. To test the internal consistency reliability composite reliability is used having accepted value greater than 0.6 (Hair, Sarstedt, Pieper, & Ringle, 2012). All the values in table 1 are above the threshold value that shows the Reliability and internal consistency of the constructs.

Table 1
Reliability Co-efficient and composite reliability of Constructs

Constructs	Cronbach Alpha	Composite Reliability
Authoritarian	0.94	0.95
Benevolence	0.93	0.95
Morality	0.93	0.94
PO Fit	0.92	0.93
TP	0.92	0.93

In order to test the convergent validity which is the examination of average communality for the latent variables and examined through Average Variance Extracted (AVE) with accepted value for model adequacy greater than 0.5(Hock & Ringle,2006)Table 2 shows the AVE value in acceptable range.

Table 2
Values of AVE(Average Value Extracted)

Constructs	AVE
Authoritarian	0.75
Benevolence	0.79
Morality	0.77
PO Fit	0.61
TP	0.55

Table 3
Correlation values of the constructs

Latent Variable Correlations					
	Authoritarian	Benevolence	Morality	PO Fit	TP
Authoritarian	1.00				
Benevolence	0.18	1.00			
Morality	0.19	0.61	1.00		
PO Fit	0.21	0.68	0.69	1.00	
TP	0.15	0.64	0.65	0.83	1.00

Table 4
Path Coefficients

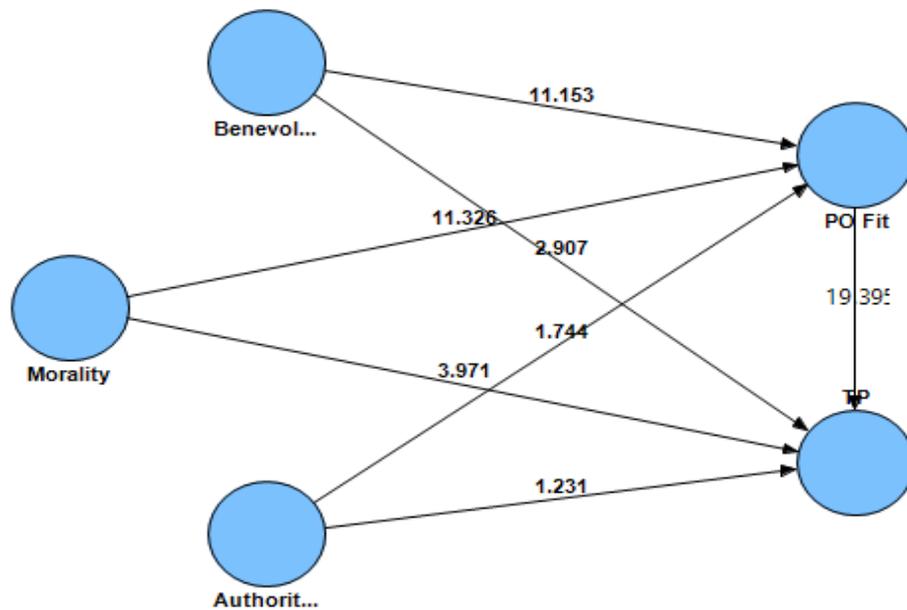
Path Coefficients	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
Authoritarian -> PO Fit	0.05	0.05	0.03	0.03	1.74
Authoritarian -> TP	(0.03)	(0.03)	0.02	0.02	1.23
Benevolence -> PO Fit	0.41	0.41	0.04	0.04	11.15
Benevolence -> TP	0.10	0.10	0.03	0.03	2.91
Morality -> PO Fit	0.42	0.42	0.04	0.04	11.33
Morality -> TP	0.13	0.13	0.03	0.03	3.97
PO Fit -> TP	0.68	0.68	0.04	0.04	19.39

Table 5
Variance Accounted for (VAF)

IV	MV	DV	VAF
Authoritarianism	PO	TP	0.221
Benevolence	PO	TP	0.347
Morality	PO	TP	0.431

The above table 5 shows the mediation of Person organization (PO) fit on authoritarianism, benevolence and morality in relationship with task performance (TP). All the above values are greater than 0.2 shows the partial mediation of PO fit.

Structural Model



Along with the measurement model structural model is studied for hypothesis testing. The values of path coefficients, level of significance and R² values are studied. Path coefficient determined the strength of relationship between dependent and independent variables while R² is the measure of predictive power of model. From literature the R² is evaluated based on Hock and Ringle (2006) which indicate the values of 0.67, 0.33, and 0.19 as substantial, moderate, and weak cutoffs respectively. The values in the table described the direct and indirect effect of the authoritarianism, morality and benevolence with the task performance which are consistent with the hypothesis stated.

Conclusion

The study has extended the applied spectrum of social identification theory (Tajfel, 1981) by introducing the new relationship in high power distance culture of Asian context. The research findings strengthen the effect of paternalistic leadership relationship with the task performance of individual. The social identification approach build the strong link of PO fit in the model through the self-concept. As authoritarian leadership is considered as always the destructive side or dark side of leadership but seems positive the presence of mediating link by curing employee from deviating through their tasks and adding their performance as well. In order to reduce the intensity of psychological stress of authority, benevolence and morality create the balance.

In case of medical practitioners, the jobs are full of pressures, especially surgical and nursing. In order to maintain the quality of work life of clinical employees a balance between authoritarianism and benevolence is required.

Limitations and Suggestions

No doubt, the limitations are unavoidable. The present study is cross-sectional in nature, longitudinal studies are required to proceed in future. The mediating impact of PO fit is studied in Asian culture with medical practitioners only. In future same framework should be used to compare different culture in different industries. The data in present study is self-reported; the future studies should be based on actual performance measurement from another source.

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