

**The Impact of Paternalistic Leadership on Developing  
Organizational Citizenship Behavior: Establishing a Leadership  
Model for Algerian Organizations**

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***Abstract:***

The aim of this study is to identify the impact of paternalistic leadership on organizational citizenship behavior and establishing a leadership model for the Algerian Organizations. The study was based on the "Cheng Chou & Farh" paternalistic leadership scale to achieve its objectives which was widely used in foreign studies in East Asia. Concerning the organizational citizenship behavior, a new scale has been built using theoretical literature.

After testing the hypotheses, the study found that there is a statistical significant impact of paternalistic leadership on the organizational citizenship behavior on the employees of University Hospital Center (UHC) of Batna-Algeria.

**Key words:** paternalistic leadership, benevolent leadership, moral leadership, authoritarian leadership, organizational citizenship behavior.

## **1. INTRODUCTION**

Organizational leadership is one of the pillars that help improving the behavior of employees in organizations, considering that the behavior of the employees differs according to the leadership styles and the methods that each leader takes in dealing with his subordinates, and paternalistic leadership is one of the most important styles of leadership affecting the behavior of employees and pushing them to the initiative to provide extra role outside their actual tasks, which was widespread in East Asia and Latin America. Based on the traditional culture derived from the Confucian doctrines that tolerate the leader's control and his concern for his subordinates with the necessity of obedience, as it focuses on the moral and benevolent aspect of the leader. Numerous studies point out the positive impact of paternalistic leadership, despite its orientation towards discipline and authority, it combines ethics and charity, this makes employees to voluntarily obey the leader's instructions and exchange them with a strong sense of gratitude that leads to a high level of mutual comfort and confidence which helps to create a psychologically safe environment that affects their behavior and volunteer work or what is known as the behavior of organizational citizenship.

Despite the studies conducted by some researchers on paternalistic leadership and its spread in East Asia, such as China, in addition to India, Turkey, Japan and Mexico and others, which demonstrated the validity of paternalistic leadership and its impact on employees, there is an absence of field studies in the Arab and Western environment in this domain, where Western literature sees paternalistic leadership as a negative aspect because it provokes authoritarianism and interference with the privacy of others. On this basis, this study attempts to shed light on paternalistic leadership and test its effectiveness in the Arab environment, particularly in Algeria, which respects paternalistic culture and needs to be verified.

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From above, we can raise the following problematic: What is the impact of paternalistic leadership on developing organizational citizenship behavior at the University Hospital Center (UHC) of Batna–Algeria?

Based on the main raised problem, the following sub-questions can be formulated:

- To what extent paternalistic leadership is applied at the University Hospital Center (UHC) of Batna-Algeria?
- To what extent the organizational citizenship behavior is practiced at the University Hospital Center (UHC) of Batna-Algeria?
- Is there a correlation between paternalistic leadership and organizational citizenship behavior at the University Hospital Center (UHC) of Batna-Algeria?
- Is there an impact of paternalistic leadership on the behavior of organization citizenship at the University Hospital Center (UHC) of Batna-Algeria?

### **Research Objectives**

The research aims to achieve the following objectives:

- Determining the level of practice of paternalistic leadership at the University Hospital Center (UHC) of Batna–Algeria.
- Know about the practice of paternalistic leadership at the University Hospital Center (UHC) of Batna–Algeria.
- Demonstrate the level of practice of organizational citizenship behavior among employees of the University Hospital (UHC) of Batna–Algeria.
- Exposing the relationship between paternalistic leadership and organizational citizenship behavior at the University Hospital Center (UHC) of Batna–Algeria.
- Testing the impact of paternalistic leadership with its dimensions (benevolent leadership, moral leadership, authoritarian leadership) on the behavior of organizational citizenship at the University Hospital Center (UHC) of Batna–Algeria, and identifying the most

influential leadership style that leaders must take to develop the organizational citizenship behavior.

- Providing the appropriate suggestions to improve the leadership styles of organizations into styles that drive the development of organizational citizenship behavior.

## **2. Theoretical Background and Research Literature**

### **2.1 Definition of Paternalistic Leadership**

Several studies have focused on researching transformational and transactional leadership styles and giving less attention to leadership styles associated with Asian culture. Cheng 2005, Redding 1990 and Cheng and Farh 2000 researches contributed to laying the foundations for paternalistic leadership (Min Wu, 2011, p. 97), these include: benevolent leadership, moral leadership and authoritarian leadership (Min Wu, 2011, p. 100).

Parental leadership is derived from the Latin word “Pater”; meaning father, where it derives its meaning from the father in the family, where he plays the role of the leader through care and guidance, in turn, he has voluntary respect and his authority is well accepted as a father (Zeynep, 2012, pp. 302-303 ).

Paternalistic leadership was defined as a leadership style that combines discipline and authority with parental benevolence and moral integrity, which spread widely in Asian cultures, where Paternalistic leadership has an important aspect of Chinese traditional culture, it is a Confucian policy that recognizes the leader’s control and his concern for his subordinates and focuses on strengthening the ethical side, from there, the subordinates comply with the authority and are obligated to reciprocate and accept the instructions of the leader (Alisher, Faridun, & Sanghyun, 2019, p. 03).

Recent studies in India, Turkey, China, and Pakistan have shown that Paternalistic leadership does not necessarily mean authoritarianism, but rather the relationship through which

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subordinates voluntarily comply with power (Evrin & Ilknur, 2018, p. 269).

Based on the foregoing, it can be said that Paternalistic leadership expresses the leadership style in which the leader plays the role of the father within the organization, which has a strong authority linked to attention and care, where subordinates voluntarily comply with his instructions, and Paternalistic leadership consists of three important elements: benevolence, morality, and authoritarianism. Authoritarianism refers to the conduct of a leader who emphasizes absolute authority and the duty of obedience, and benevolence means care and concern for subordinates, while the element of morality demonstrates leadership by example, superiority, and virtues.

### **2.2 Dimensions of Paternalistic Leadership**

Paternalistic leadership consists of three dimensions, which are explained as follows (Alisher, Faridun, & Sanghyun, 2019, p. 04):

**a. Benevolent Leadership :** charitable leaders sincerely express their concern about achieving their subordinate's professional and even personal interests, which leads them to loyalty, obedience and compliance with the demands of the leader even if he exceeds what is required of them. The behavior of a good leader is in line with the values and principles of the organization as he cannot inspire his subordinates without standing as an example to them, good leadership is based on justice in order not to lose its credibility, that is, there is integrity and fairness in carrying out work and resolving conflicts (Bor-Shiuan & al, 2004, p. 91).

**b. Moral Leadership :** it is the leadership that cares about the interests of employees and the interests of the organization all together, and tries to help them find solutions to problems, and this leadership is based on sympathy and generosity as well as courage (Cohen, 2013, p. 92) . The moral leader acts in line with high ethical standards, which leads to positive interactions between him and his subordinates, which leads them to perform tasks outside their actual roles and the initiative

to provide additional roles; they see their leader as an example and role model (Xiaomeng & kathryn m, 2010, pp. 09-10). Overall, we can say that the moral leader is a leader with high ethics characterized by integrity and dedication to work, and thus is a role model (Xiaomeng & kathryn m, 2010, p. 06).

**c. Authoritarian Leadership :** authoritarian leadership under paternalistic leadership is characterized by punitive and controlling leadership behavior with the necessity of obedience, and therefore it is possible that the authoritarian leader will get a better performance, as relations between superiors and subordinates are often characterized by formalism, the leader here does not give way to social relations, which does not encourage the individual to go further of his duty (Xiao-Ping & al, 2011, p. 07).

### **2.3 Organizational Citizenship Behavior (OCB)**

Organizational citizenship behavior (OCB) has many definitions and Organ was the first to use this term in the late eighties, then definitions rolled in for this concept. Organ defined it as that behavior that reflects those actions taken by employees that exceed the minimum requirements of tasks expected by the organization; it enhances the satisfaction of the other individuals and groups (Jehad, Farzana, & Mohmad, 2011, p. 152).

Organizational citizenship behavior (OCB) refers to the behavior that employees choose to do on their own, which is often outside their specific contractual obligations, in other words, it is a behavior relates to overtime without formally waiting bonus which contributes to enhancing the effective performance of the organization (Thiruvenskadam & Yabesh Abraham, 2017, p. 46).

Organizational citizenship behavior can be at the level of the individual, group or organization, it is voluntary behavior through which employees exceed official duties and responsibilities, by helping colleagues or superiors and participating in organizational development without formal reward, which enhances organizational

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effectiveness and allows better adaptation to environmental changes (Phylis, Crispen, & Shingirayi, 2014, p. 54).

Based on the foregoing, the organizational citizenship behavior (OCB) is a positive, voluntary behavior that does not fall within the formal rewards system, it stems from the choice of the individual, and it is not formally related to the tasks entrusted to him, which reflects positively on the overall performance of the organization.

### **2.4 Dimensions of Organizational Citizenship Behavior**

Organ identified five distinct dimensions of Organizational Citizenship Behavior (OCB) as follows (Jehad, Farzana, & Mohmad, 2011, p. 152):

**a. Altruism :** it refers to the extent of the assistance that the worker provides voluntarily concerning a specific task or problem, and this dimension expresses the individual's desire to assist the persons around him (colleagues, superiors, clients) in tasks related to work.

**b. Courtesy :** it means courtesy, kindness and the role played by the individual to prevent problems related to work, and to avoid raising problems with others in disciplinary and courtesy manner. It also provides advice and provides necessary information to co-workers, cooperating with them and consulting others before taking measures that affect their work.

**c. Conscientiousness :** it means dedication, honesty in work, compliance, and voluntary acceptance of organizational standards and conditions with no need to supervision. Conscience awareness reflects positive voluntary behaviors that exceed job requirements and work ethics.

**d. Sportsmanship :** it means being able to bear the troubles and problems of work without refusing or boredom, and accepting the inconveniences of colleagues to avoid problems, in the sense of tolerating others, despite the existing of the right to object, and moving towards the completion of work.

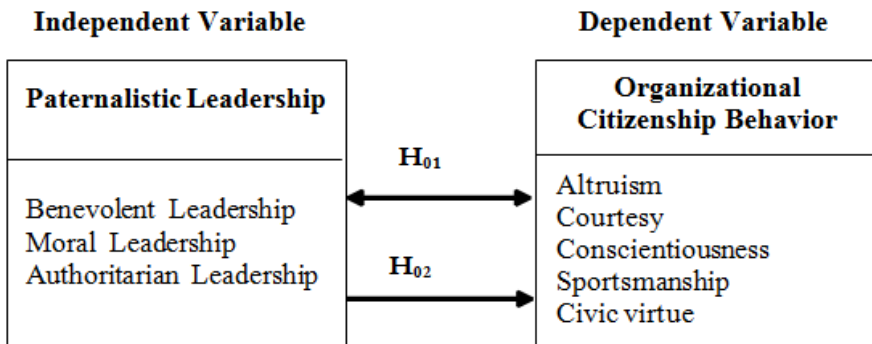
**e. Civic Virtue :** it expresses the tendency to assume responsibilities and constructive participation in the activities and events of the organization, attend meetings and present new proposals to develop work methods, in addition to adequate knowledge of methods of performing tasks and keeping abreast of developments and important matters within the organization.

**3. Methodology**

**3.1 Research Model and Hypothesis**

Variables are shown in Figure below. In this research, eight variables are considered for analysis. Out of these are three independent variables (benevolent leadership, morale leadership, Authoritarian leadership), five dependent variables (Altruism, Courtesy, Conscientiousness, Sportsmanship, Civic virtue).

**Fig.1. Research Model**



The study is based on the following hypotheses:

1. There is no significant relationship at the level of significance ( $\alpha = 0,05$ ) between paternalistic leadership (Benevolent leadership, Moral leadership, Authoritarian leadership) and organizational citizenship behavior at the University Hospital Center (UHC) of Batna–Algeria.
2. There is no significant impact at the level of significance ( $\alpha = 0,05$ ) of paternalistic leadership (Benevolent leadership, Moral leadership, Authoritarian leadership) on organizational citizenship



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behavior at the University Hospital Center (UHC) of Batna–Algeria.

### **3.2 Study Population and Sample**

The study population consists of employees from different hospital services in the University Hospital Center (UHC) of Batna–Algeria, those who meet the research conditions and they are 1900 workers. As for the study sample, it is a simple random sample, where 100 questionnaires were retrieved, 87 of which were valid for statistical analysis. That is 87% of the total distributed questionnaires, which is a high and sufficient response rate for the purposes of the study.

The sample of the study was chosen after listing the employees who fulfill the following research conditions:

- Excluding foreign employees (as there are foreign doctors in the hospital), the axes of the study seek to test the paternalistic leadership style in the Arab environment and especially in Algeria, which does not fit foreign employees.
- Excluding employees whose period of service with their immediate chief is less than a year, because they are unable to assess the styles of leadership that oversees them.
- Excluding non-permanent employees, in order to verify organizational citizenship behavior and to obtain more reliable results.

### **3.3 Data Collection Method**

The questionnaire was used as a basic tool for the study, to determine the extent of paternalistic leadership and its impact on organizational citizenship behavior at the University Hospital Center (UHC) of Batna–Algeria, where “Farh & Cheng Chou” questionnaire was adopted on the paternalistic leadership that was widely used in foreign studies in East Asia that their sincerity and reliability were verified through significant experimental researches. As for the organizational citizenship behavior, its questionnaire was developed

based on previous relevant studies. The questionnaire included three parts after its arbitration and the amendment of its paragraphs as follows:

- **The First Part:** includes the paragraphs related to demographic and personal information for the individuals of the sample.
- **The Second Part:** concerns the independent variable in the study, it included 26 items related to paternalistic leadership according to “Farh & Cheng Chou” scale, where it measures the following three dimensions: benevolent leadership, moral leadership, authoritarian leadership.
- **The Third Part:** is related to the dependent variable of the study, which is devoted to measure the organizational citizenship behavior among employees, it includes 15 paragraphs that measure the following dimensions: Altruism, Courtesy, Conscientiousness, Sportsmanship, Civic virtue.

### **3.4 Results of the Measurement Model Test**

The Likert scale was used on a five-point scale as follows: Strongly agree = (5 degrees), Agree = (4 degrees), Undecided= (3 degrees), Disagree = (2 degrees), Strongly disagree = (1 degree). The measure of degree of interest in leadership and performance has been adopted, divided into three levels, as follows:

**Table.1.** Measurement of levels

<b>Range</b>	<b>levels</b>
1- 2.33	low
2.34 - 3.66	average
3.67 - 5	High

**Source:** Prepared by the researcher

The levels measurement (low, average, high) are determined by dividing the difference between the highest value of the scale (5) and the lowest value (1) by three levels as follows:  $(5-1) / 3 = 1.33$

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**3.5 Validity and Reliability of the Study Scale**

The Cronbach Alpha test was used, as the Cronbach Alpha stability factor reached 0,89 for the whole questionnaire, which is high stability value and it is sufficient for scientific research purposes, because the accepted standard Cronbach Alpha value is more than 0.60.

**3.6 Test of Normality**

To verify the data of the study sample and its various variables are distributed normally, a Kolmogorov-Smirnov (K-S) test was used, as its value is required to exceed its statistical significance 0.05.

**Table.2.** Results of the Colmogrove-Summerov Test

	Variables			
	Benevolent leadership	Moral leadership	Authoritarian leadership	Organizational citizenship behavior
(K-S) Values	0,648	0,422	0,568	0,843
Sig	0,430	0,860	0,740	0,530

**Source:** Prepared by the researcher based on the results of the statistical program SPSS.

It appears from the test results shown in the above table that all the values of the statistical significance ‘Sig’ are greater than the level of (0.05), which indicates that all data of the study variables follow the normal distribution.

**3.7 Test of Multicollinearity**

The Variance Inflation Factor (VIF) is calculated to ensure that there is no problem of Multicollinearity interference between the independent variables, since the obtaining of a value of the parameter of the variable (VIF) for one of the independent variables more than 10 indicates that the estimation of the accompanying parameter is affected by the problem of Multicollinearity interference. But Tolerances variance must be greater than 0.1, and the following table

shows the results of the Multicollinearity interference test between the independent variables.

**Table.3.** Test of Multicollinearity between Independent Variables

Independent variable	Collinearity statistics	
	variance inflation factory (VIF)	Tolerances
<b>Benevolent leadership</b>	2,630	0,240
<b>Moral leadership</b>	3,145	0,320
<b>Authoritarian leadership</b>	3,220	0,482

**Source:** Prepared by the researcher based on the results of the statistical program SPSS.

The table shows that there is no problem of Multicollinearity between independent variables, as confirmed by the values of the VIF test criterion that are between 2,630 and 3,220, which are less than 10, and the values of allowed Tolerances were between 0,482 and 0,240 which are greater than 0.1 and this is acceptable.

### **3.8 Statistical Analysis Methods**

To achieve the aims of the study and to verify its hypotheses, the statistical methods in the Statistical Package for Social Sciences (SPSS) were used, and were represented in:

Descriptive statistical methods, Cronbach Alpha test, Kolmogorov-Smirnov (K-S) test, Variance Inflation Factor (VIF) test, Tolerance test, Pearson Correlation Coefficient, Multiple Regression Analysis (Stepwiss), (One-Way ANOVA) test, Scheffe test.

## **4. Results and Discussion**

### **4.1 Result of Practicing Paternalistic Leadership in the Hospital**

To answer the first question of the study and to identify the level of practicing paternalistic leadership in the hospital, the mean values and the standard deviation for each dimension of paternalistic leadership were calculated as shown in the following table.

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**Table.4.** Means and standard deviations of paternalistic leadership

<b>Leadership dimensions</b>	<b>Mean values</b>	<b>Std. Deviation</b>	<b>Rank (position)</b>
Benevolent leadership	3,59	0,74	<b>2</b>
Moral leadership	3,64	0,82	<b>1</b>
Authoritarian leadership	2,89	0,77	<b>3</b>
<b>The general Mean for paternalistic leadership</b>	<b>3,38</b>	<b>0,78</b>	

**Source:** Prepared by the researcher based on the results of the statistical program SPSS.

It was found from the table that the average values of employees' answers to paternalistic leadership statements reached 3.38, which is average because it falls in the average degree category (2.34-3.66) based on the scale of analysis approved in the study. It was found that moral leadership has obtained the first rank, followed by benevolent then the authoritarian leadership.

**4.2 Result of Practicing Organizational Citizenship Behavior in the Hospital**

To answer the second question of the study and to identify the level of practicing organizational citizenship behavior, the mean values and the standard deviation of the paragraphs of organizational citizenship behavior were calculated, as shown in the following table:

**Table.5.** Mean and Std.deviation of Organizational Citizenship Behavior

	<b>Mean</b>	<b>Std. Deviation</b>	<b>Degree</b>
<b>organizational citizenship behavior</b>	3,92	0,76	High

**Source:** Prepared by the researcher based on the results of the statistical program SPSS.

The table shows that the average values of employees' responses to organizational citizenship behavior phrases reached 3.92, which is high because it falls in the high degree category (3.67-5) based on the

scale of analysis approved in the study, this result came in response to the behavior of the paternalistic leader who provides support and care to his subordinates, which led them not only to implement his instructions, but to go further than what is required from them.

### **5. Results of the Study Hypothesis Test**

The correlation between paternalistic leadership and organizational citizenship behavior is identified using the Pearson correlation coefficient, and the impact of paternalistic leadership and its dimensions on organizational citizenship behavior is measured using Stepwise regression according to the order of hypotheses of the study.

#### **5.1 Test of the First Major Hypothesis**

**H<sub>01</sub>** :There is no significant relationship at the level of significance ( $\alpha =0,05$ ) between paternalistic leadership (Benevolent leadership, Moral leadership, Authoritarian leadership) and organizational citizenship behavior at the University Hospital Center (UHC) of Batna–Algeria.

In order to identify the correlation between paternalistic leadership and the organizational citizenship behavior, the Pearson correlation coefficient was calculated between the various dimensions of paternalistic leadership and organizational citizenship behavior as a whole, as shown in the following table.

**Table.6.** Results of the Correlation between Paternalistic Leadership and Organizational Citizenship Behavior

	<b>Pearson Correlation</b>	<b>Sig</b>	<b>Decision</b>
<b>Benevolent leadership</b>	,4010	0,000	Significant
<b>Moral leadership</b>	,4520	0,000	Significant
<b>Authoritarian leadership</b>	-,3340	0,000	Significant

**Source:** Prepared by the researcher based on the results of the statistical program SPSS.

The table above shows the results of the analysis of the strength and direction of the relationship between study variables using

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Pearson correlation coefficient. It has been shown that there is a positive relationship between moral leadership and benevolent leadership and organizational citizenship behavior. It is noted that the strongest correlation relationship was in favor of moral leadership, while there is a negative correlation function between authoritarian leadership and organizational citizenship behavior, due to the fact that the authoritarian paternalistic leader does not give way to social relations, which does not encourage the individual to go beyond the performance of duty.

### **5.2 Test of the Second Major Hypothesis**

**H<sub>02</sub>** :There is no significant impact at the level of significance ( $\alpha= 0,05$ ) of paternalistic leadership (Benevolent leadership, Moral leadership, Authoritarian leadership) on organizational citizenship behavior at the University Hospital Center (UHC) of Batna–Algeria.

This hypothesis is subdivided into the following:

- **H<sub>021</sub>** :There is no significant impact at the level of significance ( $\alpha= 0,05$ ) of Benevolent leadership on organizational citizenship behavior at the University Hospital Center (UHC) of Batna–Algeria.
- **H<sub>022</sub>** :There is no significant impact at the level of significance ( $\alpha= 0,05$ ) of Moral leadership on organizational citizenship behavior at the University Hospital Center (UHC) of Batna–Algeria.
- **H<sub>023</sub>** :There is no significant impact at the level of significance ( $\alpha= 0,05$ ) of Authoritarian leadership on organizational citizenship behavior at the University Hospital Center (UHC) of Batna–Algeria.

To test the validity of the previous assumptions against their incorrectness, multiple regression analysis (Stepwise) was used, as shown in the following table:

**Table.7.** Multiple Regression Analysis (Stepwise) to Measure the Impact of Paternalistic Leadership on the Organizational Citizenship Behavior

<b>Variables Entered</b>	<b>Unstandardized Coefficients (β)</b>	<b>Standardized Coefficients (Beta)</b>	<b>Sig.</b>
<b>(Constant)</b>	3,124	-	0,000
<b>Moral leadership</b>	0,542	0,323	0,000
<b>Benevolent leadership</b>	0,407	0,207	0,000
<b>(R<sup>2</sup>)</b>	,3490		

**Source:** Prepared by the researcher based on the results of the statistical program SPSS.

The results in table show the following:

- Excluding (authoritarian leadership) from the model because it has no impact on organizational citizenship behavior, where its statistical significance values are greater than the level of significance ( $\alpha = 0.05$ ).
- The value of the interpretation factor (R<sup>2</sup>): (0,349) indicates that the dimensions included in the model (moral leadership, benevolent leadership) explain 34.9% of the changes in organizational citizenship behavior, while the remaining ratio of 65.1% is due to other variables which are not included in the model.
- The values of the standardized coefficients calculated (Beta) for the two dimensions (moral leadership, benevolent leadership): (0,323 and 0,207), respectively, indicate that an increase in attention to the two dimensions by one degree will improve the level of organizational citizenship behavior among employees by a value of (0,323 and 0,207).



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- Demonstration of the statistical significance of the regression coefficients ( $\beta$ ) for the two dimensions (moral leadership, benevolent leadership), there is a statistically significant impact at the level of significance ( $\alpha = 0.05$ ) of the mentioned dimensions on organizational citizenship behavior. Therefore, we reject the null hypothesis H02, and accept the alternative hypothesis which states: There is a statistically significant impact at the level of significance ( $\alpha = 0.05$ ) of paternalistic leadership on organizational citizenship behavior at the University Hospital Center (UHC) of Batna-Algeria.

### **5.3 The Study Model Equation**

The study model equation can be formulated as follows:

$$Y = a + b * X$$

$OCB = 3,124 + 0,542 \text{ Moral leadership} + 0,407 \text{ Benevolent leadership}$
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The equation denotes that the effect value of the independent variable is positive to indicate the direct relationship between the independent and dependent variables. Accordingly, the researcher recommends to avoid the authoritarian paternalistic style that has not been proven effective, and to go further to practice the two other styles of paternalistic leadership: moral leadership and benevolent leadership particularly at the University Hospital Center (UHC) of Batna-Algeria, and in the Algerian and Arab organizations in general, in order to develop an organizational citizenship behavior and to achieve high performance rates.

### **6. Conclusion and Recommendations**

This study examined the impact of paternalistic leadership on organizational citizenship behavior as an applied study at the University Hospital Center (UHC) of Batna-Algeria, to identify the paternalistic leadership that has proven its effectiveness in many East Asian countries, and test their effectiveness in the Arab environment

and exactly in Algeria whose culture is consistent with the paternalistic leadership based on benevolence and morality, which still need investigations, which contributes to filling the marked deficiencies in Arabic environment in the field of paternalistic leadership.

The field study confirmed many of the results that were reached after the study and analysis, as follows:

- The paternalistic leader combines control and ethics as well as care and support in order to obtain compliance by subordinates voluntarily in order to achieve the goals of the organization and to enhance its position.
- paternalistic leadership is most effective when we are in an environment compatible with the characteristics of Asian culture, and despite many studies on paternalistic leadership that have proven useful in many East Asian countries, experimental studies in Arab countries still need to be investigated.
- It turns out that the level of paternalistic leadership practice at the University Hospital Center (UHC) of Batna-Algeria is average.
- The results confirmed that the level of practice of the organizational citizenship behavior was high at the University Hospital Center (UHC) of Batna–Algeria.
- The results of the analysis of the strength and direction of the relationship between the study variables revealed that there is a positive correlation between moral leadership and benevolent leadership and organizational citizenship behavior, while there is a negative relationship between the authoritarian leadership and organizational citizenship behavior at the University Hospital Center (UHC) of Batna–Algeria.
- There is a statistically significant impact at the level of significance ( $\alpha = 0.05$ ) of paternalistic leadership through the two dimensions of moral and benevolent leadership on organizational

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citizenship behavior at the University Hospital Center (UHC) of Batna–Algeria.

Based on the results of the study, the following suggestions can be made:

- Trying to move away from the authoritarian paternalistic leadership style that has not been proven effective and to go further to practice the two paternalistic leadership styles: moral leadership and benevolent leadership at the University Hospital Center (UHC) of Batna – Algeria in particular, and in the Algerian and Arab organizations in general, to develop organizational citizenship behavior and achieve high performance rates.
- Doing more studies related to paternalistic leadership in different sectors and with other variables.
- Trying to test the effectiveness of paternalistic leadership in other Arab environments, because applied researches on paternalistic leadership lack Arab empirical studies.

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