

## Effects of Paternal Leadership on Organisational Cynism: Comparing the Public and Private Hospitals in Fatih Health Service Region

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### ABSTRACT

**Problem of The Study:** Individuals experience their feelings towards the organization and their managers very intensely in their working lives, and in parallel, the cynical reactions to the events experienced in the working environment are of the same intensity.

**Purpose of the study:** In this study, the effect of paternist leadership on organizational cynicism was examined in public and private hospitals in Fatih Health Service Area. Comparing these effects in terms of public and private hospitals was another issue examined within the scope of this study.

**Method:** "Simple Unelected (Incidental) Sampling" method was used in the study and a questionnaire was applied to a sample group of 771 people. Three different measuring tools were used as a data collection tool. The "Paternalistic Leadership Scale" developed by Cheng, Chou, Wu, Huang and Farh in 2004 was used. Scale developed by Brandes, Dharwadkar and Dean in 1999 was used for organizational cynicism. A scale of 6 questions was used for demographic characteristics.

**Findings and Conclusions:** Employees in a paternist relationship between employees and the manager or leader perceive the hospital environment as a family environment. They obey their leaders, help their leaders on non-business matters, accept the authority of the leader, and believe that the leader knows what is best for them. When the results of the hypothesis on the investigation of the organizational cynicism effect of paternalistic leadership behaviors and the comparison of the found effect were examined, it was concluded that there was no meaningful relationship between paternist leadership and organizational cynicism for both sectors. Since there is no meaningful relationship between the two variables, there is no mention of the effect of paternist leadership on organizational cynicism.

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## INTRODUCTION

The health sector is a sector where services for human life are offered uninterrupted under all conditions. The concept of leadership is of great importance among the factors that directly affect employees' individual productivity. The concept of leadership is among the most emphasized topics by researchers from past to present. According to Göksel and others, although management and administratorship have teachable aspects, leadership is an innate feature (Göksel, Aydıntan, 2012:247-71; Koç, Topaloğlu, 2012; Koçel, 2015:36; Tengilimoğlu, 2005:1-16). There are many theoretical and empirical studies that try to explain the concepts of leader and leadership with different theories and approaches (Tengilimoğlu, 2005). As a result of these researches, it has been understood that leaders give direction with clear instructions and manage interpersonal relations well, and leadership training has begun to be organized in these dimensions. Nowadays, it is not possible to talk about a leadership model that will appeal to every group, anytime and in all situations. Developments in the field of organizational behavior and management-organization and the emerging new concepts have led to the emergence of new leadership types.

The leadership understanding emerging from the cultural differences of Eastern societies has been named as paternalistic leadership (Çalışkan, Özkoc, 2016:240-255). It has been determined by research that the leadership understanding of Eastern cultures and the leadership understanding of Western cultures differ. In Turkey Aycan and Kanungo (2000) in a research conducted by, it is understood that employees expect paternalistic behavior from their manager or leader. The concept of paternalism derives from patriarchy (Pellegrini, Scandura, 2006: 37; Suche et al.2011). Paternalistic leadership understanding that takes place in Eastern societies; it has been defined that authority is integrated with care and respect and the leader protects his subordinate like a father as a process in which it expects loyalty and obedience in return (Yeşilkayalı, Kılıç, 2012; Blackburn, 1996: 645; Öcal, Gümüştekin, 2012: 276-

281; Karahan, 2008: 145-62; Uysal, et al., 2012: 25-57). Also Westwood and Chan define paternalistic leadership as the integration of authority with care and respect. Leaders' behaviors on the grounds of being useful lead to the limitation and damage of their subordinates' personal autonomy from time to time. For this reason, it has been concluded that paternalism cannot be seen as an example of professionally appropriate behavior today (Efeoğlu, İplik, 2011: 343-360; Gün, 2016: 253-266).

Cynicism is the life philosophy of individuals whose goals are to achieve individual freedom and become self-sufficient and who reject the basic rules of courtesy, morals and customs and who think nothing natural is shameful. People who act according to this philosophy are named with the word "cynic" (Fındık, Eryeşil, 2012). Organizational cynicism is a concept that the behavior pattern that develops due to the negative feelings of the employee towards the corporate culture and rules and include the cognitive dimension of these behaviors. According to Akman and Musaoğlu, it is the assumption that factors such as trust and sincerity are used as utilitarian by the leaders who do fraudulent works (Akman, 2013; Özer Musaoğlu, 2017). The thought of cynicism reveals bad thoughts that include reactive feelings. The cynical feelings raised against the organization, which is believed to cause suspicion and disappointment, lead the employee to be discontent. It puts the emotionality of the individual in the foreground and keeps him away from the work environment (Çivilidağ, 2015:6; Kalağan,2009). It is possible to talk about personal and organizational factors that make up organizational cynicism and have direct or indirect effects on its occurrence. Organizational cynicism can be a negative attitude arising from negative personal feelings such as laziness and negative personality, or it can be interpreted as negative attitudes triggered by organizational attitudes such as wrong organizational policies, organizational injustice and inequality (Yıldız, 2013: 853-859; Fındık, 2012).

## MATERIAL AND METHOD

Ethics Committee approval for the study was received from Beykent University. In this section, the materials and methods of the research about the effect of paternalistic leadership on organizational cynicism are given and the findings obtained are interpreted.

### 2.1. Purpose and Importance

The aim of the study is to investigate the effect of paternalistic leadership on the cynical attitudes of employees in the health sector and to the determination of the dimensions in which it occurs.

Three hypotheses designed for the subject were tested and their validity was evaluated. These hypotheses are given below:

H1 Paternalistic leadership behaviors of managers have an effect on employees' perception of organizational cynicism.

H2 In public hospitals, there is a significant relationship between the paternalistic leadership behaviors of managers and the organizational cynicism perception of the employees.

H3 There is a significant relationship between the paternalistic leadership behaviors of managers and the organizational cynicism perception of the private sector healthcare workers.

**2. 2. Population and Sampling**

The universe of the research consists of approximately 8,000 employees of 30 (22 private and 8 public) inpatient healthcare institutions in Istanbul-Fatih Health Service Region. The sample number was determined as n=370 in the calculation made in order to test the findings of the study with 95% reliability (Yazıcıoğlu and Erdoğan, 2004:50; www.etikarastirma.com). "Simple Random Sampling" method was used in the selection of the participants in the study. In order to keep the sample size high, 1280 questionnaire forms were distributed, 771 forms that were properly filled out of the 859 returned forms were evaluated, 88 of them were not included in the evaluation because they were deemed incorrect.

**2.3. Data collection tool**

Three different measurement tools (scales) were used as data collection tools. The scale developed by Cheng, Chou, Wu, Huang and Farh in 2004 was used

to measure paternalistic leadership. A total of 25 questions were asked to measure the three dimensions of paternalistic leadership: benevolence, authoritarianism, and morality.

To measure organizational cynicism, the "Organizational Cynicism Scale" developed by Brandes, Dharwadkar and Dean in 1999 was used. The scale includes a total of 14 statements (questions) that measure the three dimensions of organizational cynicism: cognitive, affective and behavioral. There are 6 questions to evaluate the demographic characteristics of the participants in the last part of the questionnaire. 6 and 5 Likert question types were used in the scales.

**2.4. Analysis Method**

The density of the demographic information of the participants was examined by frequency and percentage distribution. Cronbach's Alpha coefficients were calculated for the validity and reliability of the questionnaire. Correlation Test was used for the relationship between dependent and independent variables in testing the accuracy of the hypotheses established for the research. The Independent Sample t test was used for the public and private sector comparisons of the obtained results.

**RESULTS**

As a result of the analysis of the data obtained from the scales, the following findings were obtained.

**Table 1.** Reliability Tests of Scales for Paternalistic Leadership, Organizational Culture and Organizational Cynicism

Cronbach's Alpha Value		
Paternalistic Leadership Scale (N=25)	Organizational Cynicism Scale (N=14)	Both Scales (N=64)
0,950	0,870	0,902

The reliability of the scale is interpreted as follows, depending on the alpha coefficient. If  $0.00 < \alpha < 0.40$ , the scale is not reliable, if  $0.40 < \alpha < 0.60$  the reliability of the scale is low, if  $0.60 < \alpha < 0.80$  the scale is quite reliable,  $0.80 < \alpha < 1$ , If 00, the scale is highly reliable. Based on the results in the table, it was concluded that the scales used were highly reliable.

**Table 2.** Demographic Characteristics of the Participants

Demographic Variables	Public		Private	
	n	(%)	n	(%)
<b>Gender</b>				
Female	288	64,1	218	67,7
Male	161	35,9	104	32,3
<b>Total</b>	<b>449</b>	<b>100,0</b>	<b>322</b>	<b>100,0</b>
<b>Age</b>				
18-24	54	12,0	115	35,7
25-34	173	35,8	121	37,6
35-44	152	33,9	75	23,3
45-50	43	9,6	8	2,5
51+	27	6,0	3	0,9
<b>Total</b>	<b>449</b>	<b>100,0</b>	<b>322</b>	<b>100,0</b>
<b>Education level</b>				
Primary education	31	6,9	11	3,4
High school graduate	113	25,2	126	39,1
Associate Degree- Undergraduate	217	48,3	151	46,9
Master and above	55	12,3	14	4,3
PhD / Specialist	33	7,3	20	6,2
<b>Total</b>	<b>449</b>	<b>100,0</b>	<b>322</b>	<b>100,0</b>

**Table 2.** Demographic Characteristics of the Participants (continuation of the table)

Jobs				
Manager	16	3,6	27	8,4
Physician	36	8,0	20	6,2
Pharmacist	11	2,4	10	3,1
Nurse	194	43,2	104	32,3
Technician	27	6,0	22	6,8
Medical secretary	41	9,1	57	17,7
Servant	57	12,7	19	5,9
Other	67	14,9	63	19,6
<b>Total</b>	<b>449</b>	<b>100,0</b>	<b>322</b>	<b>100,0</b>
Seniority				
Less than 1 year	40	8,9	79	24,5
1-5 years	148	33,0	161	50,0
6-10 years	129	28,7	43	13,4
11-15 years	58	12,9	29	9,0
16-20 years	37	8,2	9	2,8
21+	37	8,2	1	0,3
<b>Total</b>	<b>449</b>	<b>100,0</b>	<b>322</b>	<b>100,0</b>

Of the 449 public health workers participating in the study, 64.1% are women and 35.9% are men. Most of the participants are young people. The education level of its employees is very high. Although the number of private hospital employees with 16 years or more of work experience is quite low, the total rate of the number of employees with 16 years and more in public hospitals is quite high.

**Table 3.** Rate of Public and Private Sector Variable in Organizational Cynicism Perception Experienced in Institutions (Group Statistics)

Organizational Cynicism Perception	Sector	N	Mean	Std. deviation
	Private	322	2,8409	0,76363
	Public	449	2,8914	0,73141

**Table 4.** Ratio of Public and Private Sector Variable in Organizational Cynicism Perception Experienced in Institutions Independent Sample T Test

		Equality of Variance Test		T-Test		
		F	p	t	Std. deviation	Sig. (2-tailed)
Organizational Cynicism Perception	Equivalent variances	1,524	0,217*	-0,928	769	0,354
	Variations that are not equal to			-0,921	673,453	0,357

\*p<0,05

According to the healthcare professionals working in public and private health institutions, the rates of organizational cynicism perception are not significantly different between the groups in the independent sample t test analysis (t = 0.928; p>

0.05). In other words, no significant difference was found between the perception of organizational cynicism experienced in public hospitals and the perception of organizational cynicism experienced in private hospitals.

**Table 5.** The Correlation Test for the Relationship Between Managers' Paternalistic Leadership Behaviors and Employees' Perception of Organizational Cynicism

		Paternalistic Leadership	Organizational Cynicism
Paternalistic Leadership	Pearson Correlation		0,025
	Sig. (2-tailed)		0,497*
	N		771
Organizational Cynicism	Pearson Correlation	0,025	
	Sig. (2-tailed)	0,497*	
	N	771	

\*p<0,05

In Table 5, whether there is a relationship between the paternalist leadership behaviors of managers and the organizational cynicism perception of healthcare professionals was analyzed by correlation analysis. As a result of the correlation test

regarding the relationship between leadership behaviors and employees' perception of organizational cynicism, it was concluded that there was no significant relationship between variables ( $p=0.497$ ).

**Table 6.** Correlation Test on the Relationship Between Paternalist Leadership Behaviors of Public Hospitals Managers and Employees' Perception of Organizational Cynicism

		Paternalistic Leadership	Organizational Cynicism
Paternalistic Leadership	Pearson Correlation		0,028
	Sig. (2-tailed)		0,560*
	N		449
Organizational Cynicism	Pearson Correlation	0,028	
	Sig. (2-tailed)	0,560*	
	N	449	

\* $p<0,05$

In the Correlation Test (Table 6), which was conducted to measure the relationship between paternalist leadership behaviors of managers and employees' perception of organizational cynicism in public hospitals, the result was  $p = 0.560$ . Accordingly, it was concluded that there was no

relationship between paternalistic leadership behaviors and employees' perception of organizational cynicism. Since there is no significant relationship between the two variables, it cannot be mentioned that paternalist leadership has an effect on organizational cynicism.

**Table 7.** Correlation Test for the Relationship Between Paternalistic Leadership Behaviors of Managers in Private Hospitals and Employees' Perception of Organizational Cynicism

		Paternalistic Leadership	Organizational Cynicism
Paternalistic Leadership	Pearson Correlation		0,025
	Sig. (2-tailed)		0,648*
	N		322
Organizational Cynicism	Pearson Correlation	0,025	
	Sig. (2-tailed)	0,648*	
	N	322	

\* $p<0,05$

In the Correlation Test (Table 7), which was conducted to measure the relationship between paternalistic leadership behaviors of managers in private hospitals and employees' perception of organizational cynicism, the result was  $p = 0.648$ . Since  $p > 0.05$ , it is concluded that there is no

relationship between paternalist leadership behaviors and employees' perception of organizational cynicism in private hospitals. Since there is no significant relationship between the two variables, it is not possible to talk about the effect of paternalist leadership on organizational cynicism.

## DISCUSSION AND CONCLUSION

It was determined by this study that paternalistic leadership behaviors of public and private sector hospital managers do not have an effect on employees' perception of organizational cynicism. When the correlation test results for the relationship between paternalist leadership and organizational cynicism were analyzed as a result of the analysis of the data obtained from the questionnaires applied to public and private sector hospital employees, it was seen that there was no significant relationship between two variables. Since there is no significant relationship between the two variables, it has been

concluded that the effect of paternalistic leadership on organizational cynicism cannot be mentioned. Employees who are in a paternalistic relationship with the manager or leader see the hospital environment as a family environment, obey their leaders, accept the leader's authority by helping their leaders in non-business matters, and believe that the leader knows what is best for them (Çalışkan, Özkoc, 2016:240-250). Although many studies on the dimensions, effects and importance of leadership in the health sector have been examined in the literature reviews on the effects of leadership and its dimensions on healthcare professionals, not many

studies have been found on the effects of the "paternalistic leadership".

The study, which is concluded that leadership positively affects employees' positive feelings and dependency towards the organization and examines the relationship between leadership and organizational commitment, was conducted in hospitals in Afyonkarahisar (Karahana, 2008:145-62). In a study conducted by Yeşilkayalı and Kılıç in 2012, the determination of the managers as weak managers in the hospital where the study was applied was evaluated as an indicator of the regression of leadership practices in the public (Yeşilkayalı, Kılıç, 2012). As a result of a study conducted by Göksel and Aydın, which examined the leadership characteristics of nurses, it was concluded that leader-member interaction positively affected organizational commitment (Göksel A., Aydın B., 2012). In a study conducted in the city center of Isparta; by determining hospital staff are associated with their managers from which participatory, charismatic, autocratic, democratic, liberal, paternalist, transformational and operational types of leadership, and the effects of employees' leadership perceptions on work productivity levels were examined (Uysal et al., 2012).

In another study, it has been determined that public and private sector organization leaders show statistically significant differences in some behavioral variables. These differences are the variables that include creating a friendly environment away from conflict, displaying a friendly attitude and behavior (Tengilimoğlu 2005:1-16). In a study conducted in various hospitals in Ankara, the leadership orientations of the nurses in charge of the service were examined by taking into account various

variables and various suggestions were presented for manager nurses to develop their leadership towards people within the scope of the applied scale (Erkan, Aban S, 2006).

Employees with a high motivation for organizational commitment are problem solvers instead of producing problems (Erdem, 2007:64; Karahana, 2008:145-162). It seeks to increase the level of organizational commitment of both public and private sector employees (Göksel, Aydın, 2012:247). Because employees with high organizational commitment make extra effort in fulfilling their duties and achieving organizational goals. Employees want to perform their professional activities in a healthy way in their business life and work in a peaceful environment with a sense of confidence. The primary factors that are effective in providing and maintaining the ideal environment and protecting the individual from harmful environmental factors should be taken into consideration by the management (Kılıçarslan, Kaya, 2016:9-25; Yalçınkaya, 2014:106-130). Managers should be aware of the importance of meeting both physical and psychological needs of employees in order to prevent the decrease in organizational commitment by developing negative emotions such as feelings of burnout, cynicism, and intention to quit. The fact that an employee who has a high sense of trust in his manager or leader shows his manager's paternalist behavior as an excuse for the cynical attitudes that he develops against the institution and its rules. For future research, it is recommended to examine the effects of paternalist leadership on organizational trust, organizational belonging, organizational happiness or job satisfaction in healthcare institutions.

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