RELATION BETWEEN PATERNALISTIC LEADERSHIP AND MOTIVATION LEVEL: AN APPLICATION IN A HEALTHCARE ORGANIZATION

Babacan Liderlik ve Motivasyon Seviyesi Arasındaki İlişki: Sağlık Kuruluşunda Bir Uygulama

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ABSTRACT

Paternalistic leadership is defined as the kind of leadership seen in mostly non-western societies, combining strong discipline and authority in a helpful manner. The concept of motivation is defined as the enthusiasm of employees to achieve organizational goals and to continue to work. In this study, which deals with paternalistic leadership and motivational variables, the perceptions of paternalistic leadership and motivation levels of healthcare employees were measured firstly, and then, it was investigated whether there were significant relations between the perception of paternalistic leadership in employees and the level of motivation. The "Paternalistic Leadership Scale", which was developed by Pellegrini and Scandura (2006) to measure the paternalistic leadership perceptions of employees in the form of one single dimension and 13 items, and the "Motivation Level Scale", which was developed by Türker (2013) whose validity and reliability analyses were conducted by Sayan (2018) containing 3 dimensions and 20 items in total was used to measure motivational levels. This study was conducted with 158 employees working at an Oral and Dental Health Center in the city of Ankara. It was determined as a result of the analyses that the employees had high paternalistic leadership perceptions (3.89) and motivation levels (3.96). Also, a positive, high and significant relation (r= .722; p< .01) was detected between the perception of paternalistic leadership and motivational levels in the employees.

Keywords: Paternalistic Leadership, Motivation, Health Staff, Health Institutions.

ÖZET

Babacan liderlik, daha çok batılı olmayan toplumlarda görülen, güçlü disiplin ve otoriteyi yardımsever bir biçimde birleştiren liderlik türü olarak tanımlanmaktadır. Motivasyon kavramı ise; örgütsel hedeflere ulaşabilmek için çalışanların çaba göstermesi ve işe devam etme gibi konulardaki istekliliği biçiminde ifade edilmektedir. Babacan liderlik ve motivasyon değişkenlerini ele alan bu çalışmada; ilk olarak sağlık çalışanlarının babacan liderlik ve motivasyon seviyeleri algıları ölçülmüş daha sonra çalışanlarda babacan liderlik algısı ile motivasyon seviyesi arasında anlamlı bir ilişki olup olmadığı incelenmiştir. Çalışanların babacan liderlik algılarını ölçmek amacıyla Pellegrini ve Scandura (2006)'nın geliştirdiği tek boyutlu ve 13 maddeden oluşan "Babacan Liderlik Ölçeği", motivasyon seviyelerini ölçmek için Türker (2013) tarafından geliştirilen ve daha sonra Sayan (2018) tarafından geçerlilik ve güvenirlik analizleri yapılan, toplamda 3 boyut ve 20 maddeden oluşan "Motivasyon Seviyesi Ölçeği" kullanılmıştır. Bu çalışma, Ankara İlindeki bir Ağız ve Diş Sağlığı Merkezinde görev yapan 158 çalışan ile gerçekleştirilmiştir. Yapılan analizler sonucunda çalışanların babacan liderlik (3,89) ve motivasyon seviyelerinin (3,96) yüksek düzeyde oldukları tespit edilmiştir. Bununla birlikte çalışanlarda babacan liderlik algısı ile motivasyon seviyeleri arasında pozitif yönde ve yüksek düzeyde anlamlı ilişki (r= ,722; p< .01) tespit edilmiştir.

Anahtar Kelimeler: Babacan Liderlik, Motivasyon, Sağlık Çalışanları, Sağlık Kuruluşları

1. INTRODUCTION

Since the beginning of the industrial revolution, improving the efficiency and performance of employees has been an important target for administrators. For this reason, ways were sought to motivate people to work and to achieve organizational purposes (Ergül, 2005).

Like it is the case in all businesses, the success of healthcare organizations is increasing depending on the success of their employees. Employees of a healthcare institution are the most important assets of that organization. One task of administrators in healthcare organizations is to find solutions to the wishes and needs of employees. Efforts to increase the motivation of employees are the key with which healthcare organizations use their resources more advantageously, especially human resources, and the institution can

develop. Since individual healthcare is provided in healthcare institutions, it is important that the motivation of employees is at higher levels to ensure organizational effectiveness (Kıdak and Aksaraylı, 2009). In this context, the leadership characteristics of the administrators come to the forefront. A toxic leader will not be able to address the needs of the employees. However, keeping the motivations of employees at higher levels in many types of leadership, including paternalistic leadership, ha an important place.

The results of studies conducted on leadership do not have universal generalization aspects. Leadership studies in the literature generally vary between Western and Eastern cultures. For this reason, a model of leadership ideal for Western societies may not give the desired results for Eastern societies. Studies conducted so far show that especially Eastern societies have a paternalistic leadership characteristic (Köksal, 2011). In countries that have collectivism and high power distances like Turkey, India, China and Mexico, the paternalistic leadership model is the preferred model (Salminen-Karlsson, 2015).

Paternalistic leaders who cover the emotional needs of their employees, and who provide the most suitable options for them can be an important type of leader in raising the motivation levels. The employee, who feels closer to his leader because of the warm attitudes s/he feels, might be more willing to do things in the organization in order not to embarrass his leader and to increase his success.

This study was conducted with employees working in the healthcare sector. In the study, information about paternalistic leadership and motivation concepts was given firstly. The paternalistic leadership and motivation levels of the employees working at the Oral and Dental Health Center were measured afterwards. In the final part of the study, the relations between variables were examined, and the results were discussed.

2. CONCEPTUAL FRAMEWORK

2.1. Paternalistic Leadership

The roots of the paternalism concept in administration science date back to Max Weber's early works. Weber conceptualized paternalism as a form of legal authority. In his book "Economy and Society", Weber divided legal dominance into three as *traditional*, *charismatic* and *bureaucratic* (Pellegrini and Scandura, 2008). The traditional form is similar to a father's authority over his child. According to Weber, the traditional paternalistic authority takes its roots from paternalistic family structure. In this respect, Weber's approach to traditional dominance is quite similar to paternalism (Padavic and Earnest, 1994).

This type of leadership that is not used much in the west merges strong discipline and authority as a father in a helpful manner, and is still widely and effectively used in many business cultures around the world like in the Middle East, Pacific Asia, and Latin America (Farh and Cheng, 2000). The features emphasized in paternalistic leadership are elements like authoritarianism and helpfulness. Here, authoritarianism refers to leadership behaviors that advocate authority and control, helpfulness, on the other hand, refers to a concern personalized for the personal well-being of subordinates (Pellegrini and Scandura, 2006; Jackson, 2016).

Paternalistic leadership has an asymmetric power condition. In this type of leadership, the leader covers the emotional needs of subordinates, and sets the most suitable option for them. Paternalistic leadership is based on values like personal loyalty and unquestioned disobedience. A paternalistic leader acts in a benevolent manner to subordinates, and exhibits exemplary behaviors to improve himself/herself and ensure a high personal integrity. In addition, s/he also has an "formidable" prestige. For this reason, s/he can affect subordinates at a high degree, which can have a positive effect on efficiency (Uysal et al., 2012).

There is another view referring to paternalistic leadership as an attitude that is based on patriarchal thinking or a behavior form. According to this viewpoint, at the heart of this concept, which is symbolized by "father" in a family, there is sacrifice, love and protectionist understanding, requiring decisions in line with the benefits of other members of the family in a way ignoring their own desires and interests. In this sense, paternalistic leadership is based on the spiritual bond that stems from the family atmosphere to be created in the organization rather than sharing duties and responsibilities between leader-audience (Erkuş, Tabak and Yaman, 2010).

Aycan (2006) argued that paternalistic leadership consisted of five dimensions which were; creating a family atmosphere at work, building close and individual relations with employees, dealing with their

issues in non-business areas, waiting commitment and obedience from employees in exchange for the interest and guidance, maintaining hierarchical status, and establishing authority.

There are some viewpoints regarding the features in the paternalistic leadership. In this context, Koksal (2011) speculated that paternalistic leader had characteristics like having approach towards subordinates similar to that of a parent, supporting and directing them not only in work life, but also on matters related to personal life, having strong discipline and authority along with paternal helpfulness and moral honesty. Sendoğdu and Erdirençelebi (2014), on the other hand, pictured a paternalistic leader in the organization, and expressed that a paternalistic leader in an organization perceived as a family makes other people feel that they are also part of the family. In this respect, they stated that a paternalistic leader explained how to implement a new activity, rewards or warns them as needed and desirable when the time comes to employees. He also said that employees in the organization were encouraged to take responsibility, and knew that their paternalistic bosses would be happy when they resolved a problem as described before.

Aycan (2001) argued that the paternalistic leader has some autocratic leader traits, but unlike the autocratic leader, he is interested in his followers like a family deals with their children. Koksal (2011), on the other hand, stated that the key features in a paternalistic leader were his personal interest in the audience and the opportunity to give the audience participation in the administration, while the autocratic leader had central management situation as the essential element. Although efficient work and submission to authority without question are expected from subordinates in autocratic leadership, in paternalistic leadership, the leader expects loyalty in return for his close attention to his subordinates. Unlike autocratic leadership, loyalty of subordinates is voluntary in paternalistic leadership.

It is stated that national culture is important in shaping and explaining leadership in societies or countries. In this context, it is also stated that there are differences between western and non-western leadership concepts (Law, 2012). Researchers interpret paternalistic leadership in different ways as positive and negative in cultural terms. Western researchers, for instance, evaluate paternalist leadership negatively, while researchers in societies where paternalistic thinking is common consider paternalist leadership positively (Salminen-Karlsson, 2015; Arsezen-Otamış et al., 2015). The inclusion of the paternalistic leadership in subordinates' lives can be perceived as part of the leader's role of anxiety and protection in the Eastern culture, which is a society with a high power distance, while in the Western culture, which is a society with low power distance, it can be perceived as a violation of privacy (Jacson, 2016; Nal and Tarım, 2017).

2.2. Motivation

Motivation is stems from human needs, and is defined as the reason for the individual to take action (Low, 2012). Turhan and Çetinsöz (2019) defined the motivation concept separately from the individual and organization. In terms of the individual, motivation was defined as "the conduct of the individual with his/her own desires to achieve a specific goal", while from an organizational point of view, it was "ensuring that the needs of the employee are provided and they are engaged in activities for purposes assigned by the organization". Although it is difficult to find the exact definition of the motivation concept in Turkish, it is derived from the English and French word "motivate", the Turkish equivalent of the term "motivator" can be identified as "motive", "drive" or "mobilizer" (Eren, 2004).

Motivation is realized in two ways as internal and external motivation according to the generally accepted consideration. Internal motivation is the need for learning and the type of motivation when success develops in natural environments. Internal motivation does not require an external reward or request (Deci and Ryan, 2010). In this type of motivation, learning or gaining a behavior are acquired without any compulsion, based on inward tendencies like liking, taste, and pleasure. For this reason, internal motivation is a complex structure, and there might be difficulties in understanding and perceiving it immediately from the outside (Dede and Argün, 2004). In motivating individuals to work and succeed, internal motivation is more effective than external motivation (Aytürk, 2019). Internal motivation is based on the individual and external motivation is organization-based. External motivation at this point; is a type of motivation that emerges from the existence of activities driven by external rewards like appreciation or promotion. External motivation elements are known as external rewards occurring outside the nature of the work (Özdaşlı and Akman, 2012). These elements like retirement plans, health insurance or permits do not provide direct satisfaction when doing the job (Newstrom and Davis, 2002).

There are some key factors affecting the motivation levels of employees. These factors were subjected to three basic classifications by Birdluvan (1999) as economic, psycho-social and organizational-managerial factors. Increases in employee's monthly wages, premium payments, and economic rewards can be cited as examples of economic motivation factors. Concepts like fair and humane treatment in workplace, appreciation, autonomy and psychological security in the workplace are the psycho-social factors. Organizational-managerial factors are participation in decisions, education and promotion, business enhancement, balance of authority and responsibility (Bayrakçı, 2010). The most important thing here is that those who will perform the motivation activity in the organization, i.e. the managers, must define the motivation factors in an accurate manner. Sometimes, a premium for an employee can be an important motivator, while being appreciated or able to participate in decisions in the workplace can be an important motivator for another employee.

The motivation concept was discussed in management and business science many times to increase employee productivity and improve organizational performance. However, lately, in the motivation theories, which we consider to be Modern Motivation Theories, it is noted that employees are not considered in the same kind in terms of motivation and the importance of individual thinking on this issue. Modern Motivation Theories outline some ways to motivate employees as follows. "Accepting individual differences, selecting appropriate person, identifying achievable goals, creating a significant reward and performance system, providing premiums or additional payments for employees, being fair in practices". These methods are considered valuable in terms of increasing the motivation level in the organization (Ergül, 2005). The motivation of organizations in achieving high efficiency levels is a necessary condition (Lundy and Cowling, 1996).

2.3. Relation Between Paternalistic Leadership and Motivation

Organizations emerge in working life. The managers of these organizations, who perform management activities using human resources in line with efficiency and efficiency criteria, show some leadership characteristics while performing these tasks. These leadership characteristics of managers significantly affect the motivational behaviors of employees. In a study conducted by Koçak and Özdoğru (2012), 68% of the motivational behaviors in employees were determined by leadership characteristics. This points to the importance of an important relation between leadership and motivation.

There are few studies conducted in Turkey measuring motivational relations with paternalistic leadership in the healthcare sector. In these studies, it was reported that there is a positive relation between the motivation of employees and paternalistic leadership (Sayan, 2018; Nal and Sevim, 2019). In other words, the more employees perceive the behaviors of their leader as "paternalistic," the higher their motivation.

3. METHOD

3.1. The Purpose and Hypotheses of the Study

The purpose of the present study was to determine whether there is a significant relation between the paternalistic leadership perceptions and motivational levels of employees, and if there is such a significant relation, to determine the direction and level of this relation. The study had a descriptive design for the purposes of determining the relations between variables and to make generalizations.

3.2. The Sampling of the Study

The study was conducted with the voluntary participation of 158 employees who worked at an Oral and Dental Health Center in Ankara. The data were collected between on April 9 and 25, 2019, mostly with face-to-face interviews with employees. The random sampling method, which is one of the non-random sampling methods, was used as the sampling method.

3.3. The Data Collecting Tools Used in the Study

Literature review was done for the purpose of the study, and two scales were made use of in measuring the perceptions of the employees regarding the variables. In addition to the scales, the questionnaire application included 6 more questions prepared by the researcher to determine the socio-demographic characteristics of employees.

Paternalistic Leadership Scale: The one-dimensional, 13-point scale, which was developed by Pellegrini and Scandura (2006), was used to measure the perceptions of paternalistic leadership perceptions of

employees. The reliability coefficient of the paternalistic leadership scale was found to be 0.86 (Pellegrini and Scandura, 2006). The factor load values of the items that made up the Paternalistic Leadership Scale ranged between .575 and .836. The variance explained by the factor on the scale was 64.03%.

Motivation Scale: The "Motivation Level Scale", which was developed by Türker (2013), analyzed by Sayan (2018) in terms of reliability and validity, consisting of 3 dimensions and 20 items in total, was used for measuring the motivational levels of employees. The dimensions of the scale were "Internal motivation", "External motivation" and "Inability to be motivated". Sayan found the reliability coefficient of the scale as 0.79. The factor load values of the items of the scale range between .401 and .827. The variance explained by the factor regarding the scale was 45.48% (Sayan, 2018).

4. RESULTS

The study was conducted with 158 employees who worked at an Oral and Dental Health Center in Ankara. A total of 51.3% of the study participants were men, 83% were married, 36.1% were associate degree graduates, 40.5% had corporate experience between 1 and 5 years, 45.6% were between the ages of 31-40, and 24.7% were medical secretary.

The Paternalistic Leadership Scale that had one dimension, and the Motivational Levels Scale, which had 3 dimensions were used in the study. The reliability coefficients of the scales are shown in Table 1.

Table 1. Reliability Values of the Scales

Scales	Item Count	Cronbach Alpha Value
Paternalistic Leadership Scale	**13**	**0,878**
Motivation Levels Scale	**20**	**0,825**
Internal Motivation Dimension	*8*	*0,821*
External Motivation Dimension	*9*	*0,715*
Inability to be Motivated Dimension	*3*	*0,713*

As a result of reliability analysis, the Paternalistic Leadership Scale had a reliability coefficient of 0.878, and the Motivational Levels Scale had a reliability coefficient of 0.825. Among the dimensions of the Motivation Levels Scale, internal motivation had a reliability coefficient of 0.821, external motivation had a reliability coefficient of 0.715, and inability to be motivated had a reliability coefficient of 0.713. According to these findings, it was decided that both scales used in the study were reliable.

The findings on minimum-maximum, mean, and standard deviation values of the scales used in the study are shown in Table 2.

Table 2. Min-Max, Mean and Standard Deviation Values

Scales	Min-Max	Mean	Standard Deviation
Paternalistic Leadership	1,77-4,62	3,89	0,59
General Motivation Levels	1,83-4,65	3,96	0,44
Internal Motivation Dimension	1,77-5,00	4,17	0,55
External Motivation Dimension	1,81-5,00	4,13	0,47
Inability to be Motivated Dimension	1,33-4,67	2,88	0,76

The mean paternalistic leadership perception score of the participants was 3.89, and the mean overall motivation level was 3.96. Among the dimensions of motivation levels, internal motivation had a mean value of 4.17, external motivation 4.13, and the inability to be motivated dimension had a mean value of 2.88. The perception of paternalistic leadership of employees and general motivation levels were very close to each other.

In the interpretation of the mean values of the responses given to the statements in the Paternalistic Leadership and Motivation Levels Scale by the employees, the methods used by previous studies conducted in the literature (Soh et al., 2010; Akbolat et al., 2014; Cankaya, 2017) were evaluated. In this respect, the mean values between 1.00 and 2.33 were categorized as "low level" or "low level participation", the mean values between 2.34-3.66 were categorized as "moderate" or "moderate participation", and finally, the mean values between 3.67-5.00 were categorized as "high level" or "high level participation". In this respect, employees were found to have "high levels" of paternalistic leadership,

general motivation, internal motivation and external motivation levels. However, it can be argued that employees had perceptions of inability to be motivated at a "moderate level".

Whether the variables in the study had significant relations with each other was examined with Correlation Analysis. Findings on the Correlation Analysis are shown in Table 3

Table 3. Correlation Analysis on the Variables

Scales	1	2	3	4	5
Paternalistic Leadership	1				
General Motivation Level	0,722**	1			
Internal Motivation Dimension	0,714**	0,945**	1		
External Motivation Dimension	0,565**	0,891**	0,808**	1	
Inability to be Motivated Dimension	0,358**	0,376**	0,212**	0,021	1

**p<0,01

A high-level and positive relation was detected between the general level of motivation and paternalistic leadership, which is among the variables in the study, ($r= .722; p< .01$). Again, according to the results of the analysis, positive, high and significant relations were detected between the paternalistic leadership and inner motivation ($r= ,714; p< .01$), a positive and moderate relation was detected between paternalistic leadership and external motivation ($r= ,565; p< .01$), and a positive and weak relation was detected between paternalistic leadership and inability to be motivated ($r= ,358; p< .01$). According to the findings, it is possible to argue that when the perceptions of employees regarding paternalistic leadership increase, their motivation also increases.

5. RESULT AND RECOMMENDATIONS

In this study, which was conducted with 158 healthcare employees, who worked at an Oral and Dental Health Center in the city of Ankara, and who voluntarily participated in the survey application, it was investigated whether there were relations between the paternalistic leadership perceptions and motivation levels of employees, and if there were such relations, the direction and strength of these relations.

Firstly, the perceptions of paternalistic leadership and motivational levels of employees were determined in the present study. In this respect, it was concluded that the perceptions of employees regarding paternalistic leadership, general motivation, internal and external motivation were "high", and the perceptions of Inability to be motivated were "moderate". According to these results, the employees who worked at the institution where the study was conducted perceive their leader's attitudes as "paternalistic" at a high level. Also, the employees of the institution have high motivation levels both based on their (internal) perceptions, and thanks to the facilities offered by the organization (external). In fact, this situation, in other words, the high motivation levels of employees, is a desirable situation for both the organization and the managers. According to the results of the study, it was seen that the organization and its managers have achieved success in motivational terms.

When the literature was reviewed, it is seen that the results obtained by Sayan (2018) in their study were similar to the results of this study. However, in a study with different results, Nal and Sevim (2019) reported that the perceptions of employees regarding paternalistic leadership and job motivation were at moderate levels. In this respect, it can be speculated that there are different results in the studies conducted in the healthcare sector in terms of perception levels on paternalistic leadership and motivation.

Examining the relations between the paternalistic leadership perceptions and motivational levels of employees was the main purpose of our study. As a result of the analyses made in this respect, it was concluded that there was a "high level" and a significant relation between the perceptions of employees on paternalistic leadership and motivational levels. In addition, there was a positive, high-level and significant relation between paternalistic leadership and internal motivation, a positive, moderate-level and significant relation between paternalistic leadership and external motivation, and a positive, low-level and significant relation between paternalistic leadership and Inability to be motivated. It is particularly noteworthy that there was a high-level relation between paternalistic leadership and motivation levels and paternalistic leadership and internal motivation. When the studies in the literature were reviewed, it was determined that Sayın (2018) and Nal and Sevim (2019) found weak and positive relations between the variables in their studies. This result of the study shows that there is a stronger relation between the variables according to the results of the studies in the literature. According to these results, the paternalistic leadership and

motivational perceptions of employees are seen to move strongly in the same direction. In other words, when the paternalistic leadership perception increases in employees, their motivation also increases.

The geographical area, the history inherited, culture, civilization, traditions and customs shape the attitudes and behaviors of people. Humans, who cannot behave randomly and unable to act on their own, adjust their thoughts, judgments and movements accordingly. Social institutions and rules that emerge from human needs can neither occur nor survive for long periods without the social formers mentioned. For this reason, when social institutions are evaluated, it is a sociological requirement to consider rules, attitudes and behaviors, the geographical area, history, culture and civilization they belong to, and come out of (Şentürk, 2008). In this context, the "state" and "homeland" concepts, which are the most important values in Turkish society and culture, are associated with mother and father, and are used as "father state" and "motherland" (Baser, 1990). A Turkish person, who learns respect and loyalty from the moment s/he is born, can also look for ways to establish similar relations within his/her family in the organization when s/he grows up and takes part in business. Right at this point, a paternalistic leader, who approaches as a "father of the family", looks like a leader who "feels close to him/her" for the Turkish people. Paternalistic leaders, who do not hesitate to sacrifice for the success of the organization and their co-working inferiors, and also, who do not compromise on their authority, and who have paternal attitudes and who are helpful, can be effective leaders in increasing the motivations of employees in countries like Turkey, where friendly intra-organizational relations are sought.

The leadership characteristics, which reassure employees, and enable them to participate in decisions are considered as motivational leadership characteristics, and it is argued that these characteristics should be exhibited in a more intensive manner (Koçak and Özüdoğru, 2012). Kıdak and Aksaraylı (2009) said that the factors of recognition and promotion have a higher motivator effect in healthcare employees than other factors. Ağırbaş et al. (2005) also stated that organizational activities like improving promotion and appreciation structures in the institution are important motivational factors for healthcare employees. In this context, leadership behaviors may not be enough to increase employee motivation in the beginning, in addition to applying transparent and fair promotion activities in the organization together with certain small appreciation programs.

Although people worked to live their lives in early times, today, people want to work in jobs that will improve their social circles and relations, gain respect and experience the feeling that they are successful. The hierarchy of people's needs is changing or replaced by another phenomenon with each passing day. For this reason, methods that motivate people also change (Ergül, 2005). Those who want to perform the administration art in real sense must know the "human factor" well as a psycho-social entity, and take part in the phenomenon of "change", which never stops, as close as possible.

In future studies that will be conducted with healthcare employees, examining the relations of paternalistic leadership with organizational performance, organizational support perception, psychological well-being, organizational commitment, and organizational identification variables will contribute greatly to the health management discipline.

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