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Impact of Paternalistic Leadership on Turnover Intention: Evidence from the Islamic Banking Industry of Karachi, Pakistan

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ABSTRACT

This research aims to assess the impact of paternalistic leadership on the intention of turnover in the Islamic banking sector in Karachi from the perspective of the theory of social exchange. An explanatory research approach has been carried out in this study and the data is collected through developed structured questionnaires distributed among 200 Islamic banking sector employees of Karachi 189. The result shows that paternalistic leadership has a significant impact on the purpose of turnover and has been analyzed through a regression model.

Keywords: Paternalistic Leadership, Social Exchange theory, Turnover intention.

1. INTRODUCTION

Background

It is becoming increasingly difficult for organizations to survive (Khan, Ghayas & Kashif, 2019), so firms are under pressure to find ways to survive (Ghayas & Siddiqui, 2012). It has therefore become essential for organizations to learn new ways (Ghayas & Khan, 2019). Also, supervisors are expected to play their role in enhancing service quality and customer satisfaction (Ghayas & Hussain, 2015). Leadership, therefore, plays a vital role in the organization's strategies, their effectiveness, and execution, which inspire employees to work ahead of the expected organizational goal of achieving organizational objectives. Deprived leadership styles, therefore, make employees disloyal to continue and, or quite possibly, to do a job. Poor leadership results in higher turnover intentions and creates a terrible performance for an organization (Bruursema, 2004).

Paternalistic leadership is the system and rule of managing nations, individuals, and businesses in a way that is like a father benevolently acting with his children. According to Cheng & Farh (2000), there are three dimensions of paternalistic leadership: authoritarianism, morality, and benevolence.

Authoritarianism is a practice in which the leader has absolute authority and power over subordinates and followers; he has the full right to make decisions, manage and monitor all activities. Authoritarianism Leadership prevents the followers from maintaining their autonomy and self-respect, and eventually, they will think for resignation. Benevolence practice is that in which a leader cares about followers and subordinates, and concerns the well-being of individuals. Consequently, their intention to make a turnover may low. Morality demonstrates great citizenship practices and requires a leader to demonstrate high quality or morality and to

be a role model person. Thus their intention to make a turnover may be reduced. Organizational performance affects paternalistic leadership and the behavior of subordinates through their high turnover intentions. As a result, higher turnover ratios cause losses both directly and indirectly. The main focus of this study is to study and examine the impact of paternalistic leadership on the intentions of turnover.

Problem Statement

Many researchers have studied job-related issues, such as job satisfaction (Zaidi, Ghayas & Durrani, 2019), while others (Ghayas, 2015; Ghayas & Jabeen, 2020) have focused on supervisory related issues. Some of them studied paternalistic leadership (Wang, 2018; Chen, 2017; Pellegrini, Ekin, Terri, Scandura, & Vaidyanathan Jayaraman, 2010; Erben, 2008). However, the relationship between paternalistic leadership and turnover intention is relatively under-researched in the Islamic banking sector in Karachi and specifically in the Islamic banking sector in Karachi. The aim of this research is therefore to test the impact of paternalistic leadership on the turnover intentions of the Islamic banking sector in Karachi. In this regard, the study seeks to revert the dimensions of paternalistic leadership to the intentions of turnover.

Significance of the Study

This research project is essential for the Islamic banking industry, which has a higher turnover intention. This project will share the best possible solutions to the turnover intention so that the Islamic banking industry can solve the turnover intention problem. The results of the research will make it easier for the bank to increase the employee's commitment, employee satisfaction, and employee motivation and reduce the turnover intention.

This research will help the Islamic banking sector identify ways to reduce the intention for turnover and will provide guidance and implementation for management. The results of the study will help the Islamic banking sector and other financial organizations in Pakistan. The Islamic banking sector can benefit from this research by developing its employees, leadership, and HR policy.

2. REVIEW OF LITERATURE

Theoretical Background

This study is based on the concept of the theory of social exchange. The theory of social exchange asserts that people usually have two kinds of relations, namely economic exchange relations and social exchange relations. Economic exchange relations are based on monetary benefits and so on. Whereas social exchange relations are based on interpersonal relationships, these relations are stronger than economic exchange relations and play an important role in the retention of employees. Since this research seeks to understand the continuation of economic exchange relations (continuation of employment/lower turnover intention) concerning social exchange relations, this research study is therefore based on social exchange relations.

Paternalistic Leadership

Paternalistic leadership has prevailed in the style of management in history and is more effective and efficient in Eastern society due to cultural and socio-economic factors (Wren, 2005). In the context of Pakistan, paternalistic leadership has been applied because most followers are obedient and obedient to their leader (Suazo, 2009) who should express their father's benevolence, morality, dignity, and unselfishness in their ruling behavior. That's why paternalistic leadership is closer to enterprises and Eastern societies than to Western leadership (Farh & Cheng, 2000). Paternalistic leadership is an effective style of leadership in which business owners have generally taken on an expert role in the role of father, caregiver, and monitor of their followers in the performance of an organization (Soylu, 2011).

Paternalistic leadership suggests that individuals in power assume the role of parents. The leader's consideration is combined with a controlling power that expects the figure of the authority to be trustworthy

(Pasa, 2001) in a paternalistic relationship; followers reciprocate what the leader does to them, for example; benevolent care of the leader and protect him by showing deference, loyalty, and respect. Leaders expect followers to devote themselves in return as a leader with a holistic concern. However, the fact that decisions were taken in an authoritarian manner was not essentially due to fidelity and due diligence.

If the leader ignores his paternalistic responsibility in his circle, the subordinates could criticize his leadership skills for taking the wrong decision to manage the team. Leaders could be criticized for transforming their paternalistic leadership into autocratic leadership because of their lack of care for their subordinates and their lack of fidelity (Kabasakal & Bodur, 2007). Paternalistic leadership consists of three dimensions (Farh & Cheng, 2000; Chen, Eberly, Chiang, Farh & Cheng, 2014; Westwood, 1997) of authoritarianism, benevolence, and morality.

Authoritarianism Leadership

Authoritarianism Leadership illustrates how a leader's behavior is asserting and controlling power over subordinates, demanding unquestionable deference and respect. Chinese leaders have set up centralized structures in which managers and leaders have a direct authoritarian style of leadership or role as father-like (Peng, 2001). When followers have strict guidelines and instructions for obedience in their workplaces, they will have a minor degree of autonomy. As a result, with lower autonomy, followers would not be free to act or work according to their behavior (Brockner, 2004). Furthermore, authoritarian leaders have been inclined to abide by strict rules over followers and subordinates and to punish and reproach them if workers do not abide by the rule of the leader (Farh and Cheng, 2000). Authoritarian leaders do not grant freedom to employees in their workplace and punish subordinates; this kind of behavior will have an impact on the performance of the organization (Yoon, 2016). Authoritarian leaders always exercise control and initiate the structure, promise rewards and issue compliance rules, and punish followers who disobey (Aryee, 2007) in the same way, the study suggests that individuals have been preferred to control their interactions so that they can use their techniques effectively (Bedell, 2006).

In the Authoritarian style of leadership, leaders have absolute control and authority over employees. When leaders demonstrate authoritarian leadership, they will negatively affect the social exchange between supervisors and employees due to control and demand, and eventually, reduce the motivation of employees to work. At the end of the day; subordinates may have the intention of leaving.

Benevolent Leadership

Benevolent leadership has been defined as the process of creating a virtuous cycle to encourage and initiate positive change in firms through; a) ethical decision-making; b) logical meaning; c) encouraging the intestines to be optimistic; d) leaving a positive impact on the community; (Karakas, 2012). Benevolent leadership style shows tolerance and kindness to followers and exposes the concern of employees to work-related or personal, and always in harmony with consideration, favor, and heartedness (Cheng, Chou, Huang, & Farh, 2004). In benevolent paternalistic leadership, leaders express personalized concern and expect subordinates to feel obligated and indebted in reciprocation (Pellegrini, 2010). Benevolent leaders act as parents with concern and care for the work of employees and their problems, and reciprocate by helping followers, and then followers may feel motivated to hold back (Kao, 2016). Benevolent leaders are referred to as those who produce observable results, benefits, or actions for well-being and the common good. This term is used and shares positive results and benefits for subordinates. Benevolent leaders work around them, exemplifying genuine and heartfelt actions in the workplace. That's why leaders tend to do a good job and be charitable, show kindness, and also use love and charitable attributes (Daly, 1989).

Benevolent leaders have provided care and protection and have accumulated trust from subordinates in exchange (Cheng, 2014). Benevolent leadership has a positive effect on subordinates and organizational performance; it has been shown from empirical data. Similar findings were observed (Farh & Cheng, 2000).

Previous researchers have established that benevolent leadership is optimistically correlated with the work in which findings are made, such as citizenship behavior, organizational commitment (Erben & Güneşer., 2008), safe behavior (Chen & Chen, 2014), and performance self-assessment (Chen & Chen, 2014). As a result, the current project is presumed to have a benevolent leadership effect on turnover intention.

Moral Leadership

Moral leadership is recognized as the behavior of leaders who set moral standards. Ethical leaders demonstrate unselfish and self-disciplined behavior and serve as role models. This style of leadership behavior motivates the employee to move away from compliance with the agreement, which may increase the employee's confidence in the leadership judgments (Chan, 2014). Morality behavior is characterized as a leader's moral virtues, for example; selflessness and integrity, because employees identify with the leader, this dimension overlaps to a similar extent with Western leadership, and this Western approach emphasizes moral leaders as role models so that followers can imitate them through their communication (Brown & Treviño, 20). Personal morality, values are the Chinese tradition, moral leaders have been admired, viewed, and respected as the ideal leader of personality in the face of Chinese subordinates and workers (Chen, 2014). Moral leaders are always respectful and place themselves as role models in the team, moral leadership encourages employees to make an effort to do their job and responds effectively to their duty leader (Colquitt, 2007).

Moral leadership has an impact on employees' commitment to creating an ethical environment (Demirtas & Akdogan, 2015). Moral leadership has been acting as a role model that influences organizational subordinates and the working environment through an ethical climate that can affect the commitment of staff members. Moral leadership in organizations creates satisfaction among employees and increases the effectiveness of their perception (Hassan, 2014). The literature review also adds that moral leadership affects the organizational commitment of employees to the collective mechanism, and dominates ethical business as a unit analysis of individuals, and also focuses on teams. Moral leadership is essential when we point out collective efficiency. Previous researchers also considered that the leader's ethical behavior is important (Demirtas & Akdogan, 2015).

Previous researchers have confirmed that employees are led positively in organizational behavior because of moral leadership (Chou, 2005), organizational commitment (Cheng & Farh, 2006), and responsibility towards subordinates, moral leadership behavior is more crucial to organizational objectives and objectives (Aycan, 2000).

Turnover Intention

Turnover is described as an aggregate replacement of workers over a specific time in a given industry or business and could be described in two different methods; an individual or organizational phenomenon (Hinshaw &Atwood, 1983). When individuals leave their job voluntarily, and it may be involuntary for a company to initiate a dismissal or a turnover, the employee shall be employed (Hayes, 2006). When employees are promoted and transferred from one place to another within the company, they are called internal turnover. When employees leave the company, they are called external turnover (Collini, 015). Turnover intention is defined as an employee thinking about or intending to leave a job (Simon, 2010). In the organization, the higher turnover ratio of employees creates a bad reputation, the performance of beds and it will be expensive and gives a poor quality performance in the organization. Organizational performance in providing desirable goods and services to their customers will also have a negative impact (Hayes, 2006). The lower turnover ratio will not help the organization to hire new employees who are highly qualified, experienced, and talented. That's why the appropriate and normal turnover of employees is good for organizations (Simon, 2010).

The Employee turnover problem is more acute for human resource management because it is very costly for the organization to terminate, recruit, advertise, hire and select (Abbasi, 2008). Organizational capacity is affected when the employee is out of work and existing staff may also be affected by the completion of their duties. Job satisfaction is an important element in organizations, where employees are satisfied with the

behavior of their leaders, are seen to be more committed to their firms, and reduce the intention of leaving a job (Sun, 2007).

Hypotheses

H1: There is a significant relationship between Authoritarianism Leadership and Turnover Intent.

H2: There is a significant relationship between Benevolent Leadership and Turnover Intent.

H3: There is a significant relationship between Moral Leadership and Turnover Intent.

3. METHODOLOGY

The three variables used to measure the turnover intention, including the authoritarianism of benevolent leadership and moral leadership used in this research study. Items consisting of a total of 22 items relating to all 4 variables and adapted from (Erben and Güneşer., 2008) and (Naresh and Pawan, 2001). Respondents were asked to rate their opinion on each question on the 5-point Likert scale. The scale differed from strongly agreed to strongly disagree. For data analysis, numeric values have been assigned to each response as follows; strongly agree = 5, agree = 4, neutral = 3, disagree = 2 and strongly disagree = 1. This response data is collected from 189 respondents from departments of the Islamic banking sector who have worked for 1-2 years through questionnaires from employees of the Islamic banking sector in Karachi. The purpose of data collection is to ensure that respondents are those who have experienced benevolent leadership and moral leadership through authoritarianism, following the use of multiple regression analysis to test the impact of independent variables on dependent variable turnover intentions.

4. DATA ANALYSIS

4.1. Reliability Test

Table 1. Reliability Statistics.

Cronbach's Alpha	N of Items
0.782	21

Table **1** shows that the research collective Cronbach's alpha of variables (Benevolent Leadership, Moral Leadership, Authoritarianism Leadership, and Turnover Intention) is 0.782, which is better than 0.700, reflecting better consistency in response.

Table 2. Reliability of Variables.

Variables	Cronbach's Alpha	Number of items
Benevolent Leadership	0.801	7
Moral Leadership	0.764	5
Authoritarianism Leadership	0.798	6
Turnover Intention	0.820	3

Based on Table **2**, it can be concluded that the variables had a value of Cronbach Alpha greater than 0,600, which can be denoted as a good measure of the reliability of the data, and therefore there is better consistency in the responses.

4.2. Descriptive Analysis

Table 3. Gender.

	Frequency	Percent	Valid Percent	Cumulative Percent
Female	49	25.93	25.93	25.93
Male	150	74.07	74.07	100.0
Total	189	100.0	100.0	

Table 4. Age.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	12	6.35	6.35	6.35
18-25	146	77.25	77.25	83.60
26-35	28	14.82	14.82	98.42
36-45	3	1.58	1.58	100.0
Total	189	100.0	100.0	

Table 5. Descriptive Statistics.

	Mean	Std. Deviation	N
TI	3.84	0.98	189
BL	3.33	0.65	189
ML	3.76	0.52	189
AL	3.32	0.72	189

4.3. Regression Analysis

Table 6. Model Summary.

R	R^2	Adjusted R^2	Std. Error of the Estimate
0.642	0.412	0.401	0.829

Table 7. ANOVA.

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	121.165	3	42.688	49.52	0.000
Residual	248.62	186	0.878		
Total	369.785	189			

Table **6** shows that the value of Adjusted R^2 appears to be 0.412; multiply it by 100 if the percentage is reached, and that appears to be 41.2 percent. Any number, which is more than 30 percent as a result of the Adjusted R-square, is known to be a good moderator of research. It is therefore concluded that all the variables that we discovered in our study relating to paternalistic leadership have an impressive influence on the intentions of turnover and that 41.20 percent of the variation in the intentions of turnover can be described by all the variables that have been chosen and the remaining 58.80 percent can be described by the other variables. It can be elaborated from Table **7**, P-value is 0.00, which is fewer than 0.05 fulfilling the rejection criteria of null hypothesis meaning that the null hypothesis (**H₀:** The model is invalid) thus it can be concluded that our

alternative hypothesis that was (**H₁:** The model of research is valid) is accepted proving that research is generally valid at 5% of significance level and statistically fit.

Table 8. Coefficients.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	*Std. Error*	*Beta*		
1	*(Constant)*	*3.849*	*.378*		*10.173*	*.000*
	BL	*-.342*	*.081*	*-0.237*	*7.522*	*.000*
	ML	*-.898*	*.088*	*-0.550*	*8.468*	*.000*
	AL	*.593*	*.069*	*0.401*	*9.652*	*.000*

Further, the significance value of all variables is (0.00) less than 0.05, which approves all the assumptions, and the coefficient of co-efficiency of all variables except Authoritarianism Leadership is negative. This means that all of these variables, except Authoritarianism Leadership, have a negative relationship with turnover intentions, while Authoritarianism Leadership has a positive relationship with Turnover Intentions

5. CONCLUSION

This study suggests that paternalistic leadership has a significant impact on the intentions of turnover, which underpins Aksoy's (2008) argument that there is a relationship between paternalistic leadership and the intentions of turnover. Moreover, Authoritarian Leadership has a positive impact on the intentions of turnover, which means that the presence of these attributes will enhance the intentions of turnover, while Moral Leadership and Benevolent Leadership have a significant negative relationship with the intentions of turnover. This study therefore supports and promotes the study of Aksoy (2008).

This study consists of paternalistic leadership and turnover intentions. To determine the impact of paternalistic leadership (classified as Authoritarianism, Benevolent, and Moral Leadership) on turnover intentions, the data was collected with the help of questionnaires developed, which were distributed among 200 Islamic banking employees, Karachi, Pakistan, but 189 responded.

Also, this study identified the main aspects of paternalistic leadership, such as authoritarianism, benevolence, and moral leadership as independent variables, either related to the intention of turnover as dependent variables. The data was collected through structured questionnaires and the data was analyzed. This can be considered to be accurate and honest with the respondents.

Consistent with previous researchers (Prakasch & Ghayas, 2019) that styles of leadership are related to the intentions of turnover, this study concludes that paternalistic leadership has a significant impact on the intention of turnover. The result and regression analysis verified that most of the independent variables had a negative impact on Turnover Intention, except for Authoritarianism, which has a positive relationship with Turnover Intentions.

6. RECOMMENDATIONS

The recommendations are as follows:

Employees should be well treated; they should have a flexible place of work and hours. The banking system should be optimistic while acting with employees.

Management of the Islamic banking system needs to establish good corporate behavior within the organization for employees so that their commitment can increase and employees can be loyal to their work.

Employees should be respected and empowered with some kind of skills so that they can do their own thing and automatically increase the commitment and loyalty of employees.

The HR management of Islamic banking sectors should start some programs so that they can benefit from it and be committed to organizations and the turnover ratio of employees will decrease and interest will be optimistic.

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