

IMPACT OF LEADERSHIP STYLES ON EMPLOYEES' ORGANIZATIONAL
CITIZENSHIP BEHAVIORS THROUGH WORK ENGAGEMENT: MODERATING
ROLE OF ORGANIZATIONAL CULTURE



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1. DEDICATION

I dedicate and pay my deeply tributes, appreciate and acknowledge the efforts of my Father Makhdoom M. Duryab Yousaf Hashmi (Founder & Chairman, Pakistan Bachao Party (PBP), my mother Prof. Dr. Fakhra Idrees Hashmi (whose wish was that I should also do Ph.D. as she did), my Chacho Ghulam Sumdani Hashmi and my Phopo Naheed Yousaf. It was definitely not possible without their considerate motivation during the most critical time of my dissertation.

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ABSTRACT

The present research aims at examining the effect of leader's style in Higher Education Institutes (HEIs) operating in the area of Punjab, on Organizational Citizenship Behaviour (OCB) level of the employees in the presence of work engagement as a mediating role. Individuals working on important positions in HEIs i.e. managerial or executive positions, make up that institute's academic leadership. They play an important role in the institute and are pivotal in terms of developing their institute, employees and eventually their society. Therefore, this study gives a comparative model of public and private sector leadership styles with using work engagement as mediator and examining OCBs as outcomes instead of much researched employees' outcomes of commitment, satisfaction and trust.

For this purpose, the aim is to analyze the impact of transformational and paternalistic leadership styles on employees' organizational citizenship behavior with the moderating role of organizational culture and mediating role of work engagement. The quantitative data was obtained from the HEIs in public and private sector in Punjab. Adapted questionnaire was used in the survey, it was suitable because survey allow data collection from large population. Surveys demonstrate the opinions of a specific population. As this study has large population, it is useful to adopt survey method to collect objective data in timely fashion and economic constraints. Survey is useful when theory testing is done rather the creation of theory. A sample of 381 faculty members was selected from the total population of 16,181 faculty members from both private and public HEIs in Punjab. Data collected from respondents is analyzed by using hierarchical regression analysis and Structural equation modeling (SEM) using smart-PLS software. Structural equation modeling is multivariate technique of statistical analysis which is most suitable to investigate the structural relationships.

In this research, leadership styles are analyzed extensively to show the impact of different leadership styles on organizational outcomes. It is essentially developed to facilitate the practices which promote the adaptation of most suitable leadership style in an organization to motivate Organizational Citizenship Behavior (OCB). Findings suggest that transformational leadership has significant positive impact on organizational citizenship behavior of employees. Transformational leadership styles motivate employee to create change and to innovate new ways to add to the success of the organization as transformational leader inspire and encourage

employees. The findings of the study show that transformational leader promotes OCB behavior among employees and inspire them by working with the employees. The findings also suggest that paternalistic leadership promotes OCB among employees by development of organizational commitment among employees. The research analysis also shows that organizational culture plays a moderating role between leadership style and organizational citizenship behavior (OCB) and work engagement plays mediating role in relationship of transformational leadership and paternalistic leadership with organizational citizenship behavior.

Keywords: Organizational, Leadership Styles, Work Engagement, Organizational Culture

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LIST OF ACRONYMS

Organizational Citizenship Behavior	OCB
Higher Education Institutions	HEIs
Leader-member Exchange	LMX
Paternalistic Leadership	PL
Transformational Leadership	TL
Organizational Citizenship Behaviors Individual	OCBI
Organizational Citizenship Behavior Organization	OCBO

1. CHAPTER ONE: THE INTRODUCTION

1.1 Background of Research

Higher education is based on the outstanding leading abilities of teachers and their abilities to be creative and ingenious (Tauqir, Hussain & Azhar, 2014). These leaders influence the students, administration and teachers who in turn affect the capabilities of the individuals who will be tomorrow's leaders (Tauqir, Hussain & Azhar, 2014). Thus, academic leaders (i.e. teachers, heads of departments, deans etc.) affect the society which in turn affects them. Education plays an important role in elimination of poverty, increasing the growth of economy by producing human resources with skills and abilities that enlighten society. In developing nation like Pakistan higher education institutions play a vital role in creating a self-sustaining economy. Swift growth has been observed throughout Pakistan since 2000s in such universities and institutions as the facts and figure manifest that it increased from 32 institutions and universities in 2001 to 160 universities and institutions at present (Hussain & Malik,2014).

A very unique set of challenges in the present day has been confronted by leaders of higher education which demands for novel kinds of leadership, for instance; global financial crisis, necessity of new business models, evolving demographics, emergence of global partnerships, the pressures of accountability around college completion and outcomes of learning, and the opportunities for technological innovations. Nevertheless, significant changes have been observed in the higher education system as the environment of contemporary era necessitates change in different areas of the system. Furthermore, it has been noted that the modern-day approaches to leadership are not as effective as they could have been in order to manage the scope of such changes (Wallin, 2010). Within a university, the responsibility of a

department is to make sure that it imparts quality education to its students in terms of learning outcomes and carrying out different projects and research activities. Whereas the leadership in educational sector requires that leaders develop new and creative ideas that not only set the direction of their departments or institutes but also manages its finances and leads it towards institutional excellence (Akuegwu & Nwi-ue, 2017).

However, Vroom and Jago (2007) has shown that leaders' behavior is contingent upon the context and situation in which they react. It has been manifested in a study that the substantial challenges focus on the demand for change-capability, strategic leadership, innovation, and flexibility; acknowledging to challenge and battle tensions as well as to remain relevant; emphasizing on quality of academics; and administering the human and financial resources. The most critical element to cope up with challenges in HEI sector in terms of change leadership capability is the sound interpersonal engagement (Drew, 2010). Put it differently, there is no one best way of doing things and thus a single leadership model cannot be proposed (Fiedler, 2006). Researchers argue concerning the internal competences and contextual settings but yet there is no single leadership style that warrants the use of it (Tauqir, Hussain & Azhar, 2014). Further, government always dominates the higher education around the world (Li, 2016).

Productivity and organizational efficiency can be achieved once the HEIs advance towards business models operations (Douglass, 2015). The investigation or audit from diligent and knowledgeable organizational leaders should not affect the performance of university. Deans, directors, controllers among many who are willing to enhance performance of their respective institutes and universities should take the behaviors into consideration that are useful to the work of committee and their encouragement. It is highly essential to identify the behaviors and attitudes that encourage and facilitate work of university, which is also a prerequisite for

ensuing research on composition of committee and performance. There are various explanations, but Organizational citizenship behaviors (OCB) are considered to be the most likely explanation of why some universities and institution are better than others. The existing literature pursue to entitle as well as describe OCB within HEIs to focus on construct validity questions as well as highlight the attitudes that could be supported amidst members of university to enhance the performance of university or an institute (Farris, 2018).

Academics play pivotal role in making the function of HEIs effective besides they also play important role in communicating wisdom, experience, and knowledge of one generation to another. Indeed, being a teacher in the society is perceived as a respectful & meaningful job. The role of university teacher is more complicated in comparison to school teachers because they have more challenging tasks, less formal structure, and more discretion on deciding the content and method of teaching. Thus, this kind of job needs them to go beyond the formal job duties for quality delivery of skills, education and knowledge (Mazen, Herman & Ornstein, 2008; Dipaola & Hoy, 2005). It has been contended that the success of HEIs is not entirely reliant on job description, but rather it depends on various other additional efforts that the academicians are willing to exert (Somech & Drach- Zahavy, 2000). Moreover, teacher's OCBs are important at the university level this is expected to increase the overall efficiency of the organization in terms of student's satisfaction and performance. Therefore, the present study is as such a humble attempt to gauge the level of OCB in the context of higher education.

This need has increased the importance of organizational citizenship behavior to the organizations (Waheed & Shah, 2017). Since, in OCB, an employee performs what is not expected of him but is of functional importance to the firm therefore this role is considered very valuable and precious for the firm (Wang, Hinrichs, Prieto, & Howell, 2013). OCB also

positively affects a firm's effectiveness, performance, cost reduction, satisfaction of customers and other individual as well as organizational outcomes (Al-sharafi & Rajiani, 2013; Dekas et al., 2013; Podsakoff, Whiting, Podsakoff, & Blume, 2009).

Leaders of the universities and educational institutions are concerned as a result of increasing demand in HEIs accountability along with their effective functioning. Presidents, chancellors, and trustees who are at higher level might not take employees citizenship behavior into consideration, but with the effects of aggregate citizenship behaviors over time (Rose, 2012). Owing to its importance in affecting the performance and other outcome variables, OCB is studied for its factors and mechanism that affect the level of OCB among employees in firms. There are different factors that affect employees' level of OCB but leadership is of the most importance (Rodrigues & Ferreira, 2015). Lian and Tui (2012) indicated that leadership not only affects at macro level i.e. firm level but also affects at micro or individual level. Although impact of different leadership styles on OCB has been studied by different researchers but not all the leadership styles are equally effective in increasing the citizenship behavior within firms (Boerner, Eisenbeiss, & Griesser, 2007; Tonkin, 2013).

For example, Boerner et al. (2007) in their study found that effect of transformational leadership style on citizenship behavior is stronger than the relationship between transactional leadership and OCB. These findings have also been supported by Rodrigues and Ferreira (2015). Similarly, Wang et al. (2016) also found that paternalistic leadership positively relates to different individual level outcomes. Thus, different types of leadership styles have different and varying degree of effect on citizenship behavior.

Although there are many different leadership styles but this study has focused on only two of them i.e. transformational and paternalistic leadership style. Transformational leadership

style, a relatively old and popular concept, has been developed and used predominantly in western contexts. It characterizes a leader who inspires subordinates to achieve what others do not expect them to do and thus motivate them to go extra mile in achieving their and organization's goals (Boerner et al.,2007). Whereas paternalistic leadership style is a rather new concept that takes into account the differing nature of western and eastern cultures. It is a socio-cultural characteristic of Asia, Middle-East, and Latin-America (Erben & Güneşer, 2008). A paternalistic leader interacts with the employees in the same way as parents treat and guide their child throughout his/her life (Aycan, 2006a). It requires employees to be absolutely loyal with the leaders and obeying their orders unquestionably. The unconditional obedience to the superiors, therefore, creates paternalistic leaders who then guide and help the employees in their organizational and private matters of life (Pellegrini & Scandura, 2008). Further, the job context of public and private sector universities differs not only from each other but from that of business organizations. Thus, the difference in job context explains the use of different leadership styles in the private and public sector (Hansen & Villadsen, 2010).

Though leadership is considered as a predictor of citizenship behavior, mediated by different mechanisms such as upward communication (Chu & Hung, 2009), organizational commitment (Yang& Wei, 2018), Leader-member Exchange (LMX) and empowerment (Newman, Schwarz, Cooper, & Sendjaya, 2017). It is revealed that leaders can impact the level of work engagement of employees by affecting the meaningfulness of their work (Babcock-Roberson & Strickland, 2010). How engaged are employees in their work eventually affects their behavior to perform beyond their designated and assigned jobs and thus increasing the level of citizenship behavior among them. Schmitt, Den Hartog, and Belschak (2016) argued that work engagement acts as the mechanism by which transformational leaders inspire their workers to

engage in citizenship behavior. Their results also showed that engagement mediated the relationship between transformational leadership and extra-role behaviors like raising voice and being proactive.

OCB is also considered as an outcome of work engagement by many scholars (Bailey, Madden, Alfes, & Fletcher, 2017; Rich, Lepine, & Crawford, 2010) as those employees who are more engaged in their job will be more probably engaging in proactive and socially positive behaviors like OCB (Christian, Garza, & Slaughter, 2011). Thus, this study proposes that employees' level of work engagement mediates the relationship between leadership styles and OCBs. However, majority of the concepts are developed and tested in western contexts and taking those concepts and relationships for granted and applying them in organizations developed and nurtured in eastern cultures can produce flawed results.

For example, Wang et al. (2013) compared and found that level of OCB of Chinese employees differed from those of American employees. The Chinese employees showed more sportsmanship and courtesy while lower degree of civic virtue than the American employees. They argued that the two countries have starkly different cultures which reflect in the differing degrees of citizenship behaviors displayed by the employees of the two countries. Similarly, Organ (2017) has also stated that culture is critical to the degree of citizenship behavior that workers display as there have been different studies which have shown that relationship of OCB with different antecedents and its consequences is not always the same. Based on this, the study proposes to study the whole relationship in the context of cultures existing in the Pakistani firms.

The leadership styles can relate to the OCB because in today's era where there is seen a massive competition in educational sectors and other sectors of the economy. If the leaders possess the qualities like equality, respect, trust, morality and awareness of problems, then the

followers are expected to be more committed and connected towards the organizations (Bello, 2012). If the leadership style is effective, then employees feel secure in continuing their job and working for the organization. Such type of employees that have a sense of trust in organizations can work beyond their specified job descriptions. Their behavior for accepting the extra tasks is voluntary and discretionary in nature. Thus, it can be said that effective leadership style can help the employees to achieve the organizational goals in pace with the individual goals (Eisenbeiss, 2012). Therefore, practitioners and researchers recommend to study different leadership styles and their consequences like more engagement and more commitment. The leadership styles can also affect the morality and fairness of the employees (Mo & Shi, 2015).

In today's context of socio-economic changes, leaders in all fields of life are affecting the different sectors of the economy. Leadership styles have a great impact on business, education, and overall economy (Chowdhury, 2014). These changes in economy and business have created a lot of opportunities that are adaptable, available and innovative. In order to avail these opportunities, the leaders must be conscious and enlightened. Leaders that are more responsive are the need of today's organizations so that positive changes can be brought into the organizations. Leaders have different tasks and responsibilities ranging from managing the subordinates, assessing their needs and managing stress and fears. Therefore, the sympathetic and effective leadership is gaining popularity all around the world (Sahaya, 2012). Organizations are more concerned with their employees and the effective leaders are in demand more than before (Organ, 2017).

The leaders that can achieve the goals and objectives along with properly managing the followers. Not only for followers and subordinates, effective leaders also manage the interests of the other stakeholders. It can be said that leadership has a very strong relationship with the

performance of organization. Leaders have an effect on the followers which in turn is associated with the performance of employee and performance of organization. Leadership is also important because it helps in facilitation of different changes that are in favor of the organizations. These changes can be related to skill development, personal growth, organizational goals or performance of employees. In the beginning of 20th century, the leadership started getting popular as a research topic. Since then, a lot of researches have been done on leadership and its styles. Within organizations, leadership styles are very much noticeable area for research because it can have a great impact on the performance of organization (Al-Khasawneh & Futa, 2013). Kamisan and King (2013) define leadership as a “process in which individual persuades the group of individuals to achieve a common goal”. There are different leadership styles like transformational and transactional leadership that are prevalent round the globe. In order to identify the different characteristics of different leaders, it is necessary to study the association between leadership styles and organizational citizenship behaviors (Malik et al., 2016).

The different styles of leadership are associate closely with the employee’s performance, growth, commitment and different organizational level outcomes. Leadership has been a topic of research since ages and practitioners and academicians are keenly observing different leadership styles and their impact on the commitment levels and growth of employees. Every leadership cannot evoke positive outcomes in your followers. There are certain styles of leadership that are associated with the negative outcomes too. Some followers do not respond well to certain leadership styles (Olcer et al., 2014; Lucey, 2017). The leaders and the led are two main entities in corporate world that can have a major impact on the goals and destiny of the organizations. The Covid-19 and financial crisis around the globe have left the world to meet several challenges that are unprecedented and can have a great impact on economic and political arena. In this

turbulent situation, leadership can save the economists, practitioners and politicians as well through foresight and dexterity. Defining the leadership in a bunch of words is not an easy task. Therefore, academicians are in search of the perfect definition till now. There is no widely accepted and universal definition of leadership that exists (Bass & Avolio, 1995). According to the different academicians, leadership is an action while some other proposes that it is a process. It is usually defined as the personality traits that a specific person possesses. Leadership is basically a process in which leader has an influence on the follower such that followers are willingly and enthusiastically gets influenced by their leader. In this way the group or organizational goals are achieved with help of synchronization. In this process, followers are not forced to participate in the achievement of goals. They contribute voluntarily. Hence, leadership styles can be very helpful to attain the sustainable development and growth.

Some popular leadership styles are transformational, transactional and laissez-faire (Chowdhury, 2014). One of the pioneers of leadership are Bass & Avolio that introduced a full Range of Leadership Model. In this model, Bass & Avolio introduced some different approaches towards leadership. These approaches were the laissez-faire approach, transformational and transactional leadership approaches. The laissez-faire leadership is actually no leadership. In this approach, the leader and followers are not engaged meaningfully. This is based on assumption of leaders that followers will better manage their selves on their own and they are self-organizing in nature. In every sector of the country, leadership is supposed to be the vast researched topic because of its importance (Bottomley et al., 2016). Transformational leadership is said to have a positive impact on the organizational citizenship behaviors among employees (Olcer et al., 2014; Lucey, 2017). As the world has seen changes in economies, politics and management, the

leadership has also gone through several changes. There are now different leadership styles that make important contributions to the efficiency and effectiveness of organizations.

The perfect leadership styles will help to achieve synchronization between the personal goals and organizational objectives. In this way, best-fit style can help to increase organizational and individual performance. Leadership styles can also have an impact on the motivational levels and commitment of the employees. The leadership can ensure the group mobility and increased productivity (Yusuf et al., 2014). The effective leadership can affect the future decisions of any organization. There are several approaches of leadership that can help in guiding and motivating employees. Leadership styles have a very strong relationship with the OCB. This is because leaders make sure that followers are guided in a proper way and there is a stability between situation and followers (Şirin & Bilir, 2016). There are a lot of researches that focus on the association of leadership styles with the organizational citizenship behaviors. The leaders can make a perfect environment for their followers if they have the right approach (Haghighi and Maleki, 2016). Therefore, it is believed that leadership styles can affect the organizational citizenship behaviors of the employees by creating motivation and commitment (Sayan & Guney, 2019).

Leadership style is basically the behavior and attitude of the leaders that can play an important role in achievement of organizational objectives. The leader's behaviors and attitudes can affect the motivation of follower, his or her commitment and the group goals as well (Avcı & Yaşar, 2016). If the leadership is effective, the organizations can pace their growth and they can have smooth hierarchies to compete with globalization. Leadership styles can be defined as different behaviors and personality traits that makes leaders different from their followers. Some of the popular leadership styles are transformational and paternalistic

leadership. The transformational leadership helps in managing the changes in organizations and any sort of transformations. The transformational leadership can increase the consciousness of the followers and they are more able to assess the importance of a specific change. The leader who is transformational focuses on the objectives of the organization as well as the personal needs of the followers (Hassan et al., 2016). The leaders that are transformational can affect the performance of followers in a positive way and can achieve organizational success in turn. There are four main behaviors that are exhibited by transformational leaders. Firstly, they identify the needs of their followers or their group and also identify specific goals. They also explain and helps followers to achieve those goals. Secondly, they are encouraging both intellectually and emotionally. They are engaged in re-planning of problems, enhance cognitive skills of followers and make an alignment between personal goals and organizational goals.

Third, they are motivational for their followers and they give energy to them. They bring together their followers in a group for achieving the long-term goals. Fourthly they have an ideal effect and they think in a positive and effective way on different moral issues and people's behaviors (Sayan & Guney, 2019). They have a vision and creativity that can help the followers to work in uncertain situations as well. They can find solutions to most of the problems because they are solution-oriented in nature. These leaders can also assess the personality traits of their followers and hence they can increase their productivity using different methods and techniques (Robbins & Judge, 2015; Polatcı & Sobacı, 2017). The transformational leadership gained the attention in 1980's when academicians identified a leadership that helps the employees to sacrifice their feelings and leaders are more positive towards their employees. Transformational leaders are also known to develop creativity among the employees. The followers usually achieve the goals and objectives beyond the leader's expectations if the leadership is

transformational in nature. There are different functions of a transformational leader including the vision creation in employees, increasing commitment levels, maintaining environments that helps in goal achievement and enrooting the feelings of sacrifice in the employees so that organizational goals can be achieved. Transformational leader also works on long term goals along with short term goals.

These leaders make the employees aware about the changes that have occurred along with the future expected changes. In this way these leaders help the employees to develop, adopt changes and work for betterment of organization. These employees become more committed to the organizations and therefore, OCB is still the important topic in organizational behavior and psychological researches. Most of the organizations believe that organizational goals can be achieved with the help of individual performance and reliance on individual level goals. If the behaviors of the individuals are favorable, it can help the organization in achieving long-term goals. Organizations become effective and efficient if their employees have sacrificing behaviors help each other in difficult times and protects the organizational reputation. Therefore, these behaviors are regarded as citizenship behaviors and the term organizational citizenship behavior is introduced (Saif et al., 2016). The transformational leadership hence produces the employees that are selfless and more committed towards the organizations. These employees are faithful and connected with the organization. These employees tend to go beyond the job description in achieving the goals of organizations. The employees that have a transformational leader exhibit more OCB and thus they are more committed. They have all the dimensions of OCB in their behaviors like sportsmanship, altruism and civic virtue. When the transformational leadership is practiced in the organizations, the employees exhibit more OCB and this makes the relationship

direct and positive. This association can become strong in presence of some moderators (Hutahayan et al., 2013).

The paternalistic leaders on the other hand are task-oriented and interdependent. Such leadership styles are born from the eastern cultures where the power distance is high and collectivism prevails. The paternalistic leadership is not seen more often in western cultures because they do not focus on the task-oriented leadership styles and relational aspects of leadership. In paternalistic leadership, the follower's views and opinions are welcomed however, the leader takes the final decision. It does not ignore the development of followers. The followers complete their tasks in time so that they cannot feel embarrassed in front of their leaders. They have a high affiliation with their leader and they expect the protection and support from their leader. Therefore, they complete their tasks in time as a response to the protection and support that their leader gives them. The paternalistic leader does not only influence the professional lives of followers but they can also affect their private lives. Paternalistic leader helps to protect the interests of followers. If the followers are from the out group, they are still being protected and supported by the leader and in this way, such followers work hard to meet the expectations of their leaders. They have a loyal, respectful and dutiful attitude for their leaders. This type of leadership usually prevails in collectivist cultures where the power distance is high (Hofstede, 1980; Jackson, 2016). The paternalistic leadership help in synchronization of work and psychological states of employees. In this way, the paternalistic leadership creates OCB in employees and they are more motivated to work for their leaders (Sayan & Guney, 2019).

This study covers another construct that is organizational citizenship behavior. This can be defined as when the employee is voluntarily behaving in favor of organization and on his own discretion, however, it can be followed by some rewards and recognition. The OCB is important

because it is strongly related with the productivity of employees and organizations. It is more likely to said that higher levels of OCB in employees implies that these employees are more committed with their organizations. Therefore, the OCB and leadership styles must be studied simultaneously to check which leadership style is more effective to create desired OCB in subordinates (Malik et al., 2016). The leadership styles are correlated with the OCB and leader-member exchange relations acts as a mediator between the two. It is more likely to happen that if the leaders have a positive and fruitful relation with followers, then followers exhibit more OCB because followers having positive leadership styles have more confidence to perform their job duties (Yang et al., 2016). The followers that are in a positive exchange relationship with their leaders tends to be more committed, more loyal and self-recognized (Sollitto et al., 2016).

Changes in the organizations are usually enhanced by OCB and changes can be hindered or facilitated with help of the relationship between leaders and members (Michel &Tews, 2016). When the employee exhibits a volitional behavior in which he or she is willing for performing extra duties, not for the formal rewards but for the effective functioning of organization (Sagnak, 2016). In this era where there is an intense competition in the markets and between organizations, gaining competitive advantage has become very crucial for the organizations. Competitive advantage of human resources is the new trend that has been followed by many organizations. If the employees are more engaged, more productive and more committed, they can become a competitive advantage. If they are only performing prescribed duties, then it is possible that they cannot gain competitive edge for their organization. When they are ready to work beyond their actual job descriptions without any benefits, they might become an asset for the organization. This behavior is usually known as OCB and it is discretionary in nature. This discretionary behavior has got importance in research since many decades (Lam et al., 2016).

The OCB in employees causes an increase in organizational efficiency, because the committed employees are hardworking and they work beyond the personal goals. In this way they increase the productivity of organization and if their leader is effective, they can also work beyond his expectations (Bhatti et al., 2019). Some decades ago, OCB was considered as a discretionary behavior exhibited by employees that do not necessarily involve the contemplation of rewards and benefits but nowadays, OCB has seen a different approach and meanings. Now the employees are tending to be inclined towards a social exchange when it comes to OCB.

Employees perceive that in exchange of commitment, organizations will provide them career growth and keeping in view the personal interests of the employees. Therefore, leadership in such cases can have a significant impact on the OCB. Participative leadership can help the employees to exhibit OCB and gain the future personal benefits (Sagnak, 2016). OCB does not necessarily imply that employees will have to work for longer durations or they have to complete extra tasks assigned to them. It does not mean that they have to work beyond the expectations without any contemplation of rewards. OCB is a broader term. It implies that employees are ready to provide solutions to the problems and they will help in policy creation by giving valuable suggestions. OCB is considered as a productive and positive behavior that can help in increasing the efficiency of organization, however, according to new concepts, OCB is reward oriented behavior rather than the non-reward oriented one. Now, employees exhibiting OCB are considered as rational. In today's era, employees work extra mile so that they can be in good books of leaders and they can get attention from them. OCB is now known as "pay me forward" behavior. The employees that are selfless and are more engaged in altruistic tasks are more likely to ignore cynicism and pay more attention to presentism. In the evaluation of any employee

working in any organization, the OCB has a greater chunk of 42.9% while the objective performance of employee explains only 9.5% of the fluctuation (Bhatti et al., 2019).

In today's era of the competition, theorists and practitioners have a consensus that organizational success can never be achieved if the employees work for specific tasks that are related to their job. There are two types of behaviors that are categorized as "in-role behaviors" and "extra-role behaviors". The in-role behaviors are followed by the formal reward systems while the extra-role behaviors do not have some formal rewards. The extra-role behaviors are more likely to increase the organizational efficiency and effectiveness. This extra-role behaviors are the reason for originating the term "organizational citizenship behavior". In start, the OCB was associated with the extra tasks carried by the employees not followed with the formal rewards. Although, the OCB is always discretionary, but not always followed by the explicit recognition and rewards. But nowadays, the essence has been changed. Now employees are concerned with performing extra tasks in exchange of the rewards. There are three main categories of OCB; sportsmanship, civic virtue and behaviors courtesy (Majeed et al., 2017). The term organizational citizenship behavior was first defined and explained by the Smith in 1983. Some researchers have named OCB as altruism and some have named it generalized compliance. According to a research conducted in 1990 there are several dimensions of the OCB like behavior that is helping in nature, adhering the attendance, the adherence to organizational rules and completing the work time.

The educational goals can be achieved promptly with the help of OCB. In this era where the downsizing is prevalent, the OCB is the solution to this problem. There is conceptual overlap in the several dimensions of OCB and thus the thirty different dimensions are reduced to seven. These dimensions are helping behaviors, loyalty, compliance, sportsmanship, developing one's

self, taking initiatives and civic virtue. The helping behaviors can be categorized as the voluntarily helping the colleagues and peers and avoiding the problems. The sportsmanship is defined as when the employees are ready to accept the inconveniences and does not complain about it. OCB has been categorized as individual OCB and group OCB. The behaviors that can have a positive impact on individuals is known as OCBI and the behaviors that can benefit the organizations are known as OCBO. There are different antecedents of OCB and leadership styles is an important antecedent that can have an impact on OCB. There are some other factors including gender, demographics, personality traits, climate of organization and commitment (Emami et al., 2012).

Pakistani education sector is facing the dilemma of OCB and leadership styles. Pakistan education sector has seen a tremendous growth in last some decades. There are several degree awarding institutes and universities which are still growing in number. These are categorized as public sector universities and private sector universities. OCB in teachers, the commitment levels and extra role behaviors are getting attention for last some decades. The teachers are playing a great role in the development of society. They have different duties that ranges from teaching the students, scientific research and academic development. In such scenario where teachers are performing the core functions, the head of departments are the leaders whose leadership styles can affect the followers and teachers (Majeed et al., 2017). The higher education is a very important part of the nation development and country's growth. Therefore, policy makers need specific directions that can help the nations to develop through academia. The higher education is regarded as the life blood of the country and it has a significant part in the development of the country. Nations rise when the higher education of the country is up to date. Thus, the leaders in

educational sector can be the respective Head of departments and Vice chancellors of universities. They can play an important role in making an impact on the followers.

The academic staff can act as a change agent in facilitating change in policies (Khan et al., 2017). These change agents can help the followers to exhibit the OCB when needed (Ali & Waqar, 2013). In case of the educational sector, the academic and non-academic staff are the followers and thus they can be affected by the leadership styles of the HODs and VCs. The employees of the education sector can put a lot of efforts if the leaders are effective. In some cases, when the employees perceive that leaders are not supporting them, they lose their interest in their work which can affect their performance. Such employees have lower levels of the motivation and they are not involved in their work. These employees can also leave the job resulting in higher turn over rates. Therefore, the education sector needs the employees that are more committed and do not leave the organizations. The employees having higher levels of OCB are desired in the educational sector so that goal completion can be achieved. The higher turnover rate can affect the quality of education and thus it is important to retain the employees. The employee engagement can be helpful in increasing OCB (Mitonga-Monga & Cilliers, 2016).

1.2 Research Gap

Mostly transactional, transformational and laissez faire leadership style is examined in relation to OCBs (Kamisan & King, 2013; Saeed & Ahmad, 2012; Suliman & Al Obaidli, 2013; Malik, Saleem & Naeem, 2016). Ethical leadership (Ko, Ma, Kang, English, & Haney, 2017) and servant leadership (Newman, Schwarz, Cooper, & Sendjaya, 2017). Malik et al., (2016) suggested that studies should be conducted using contemporary leadership paradigms and relate them to OCB as there's limited research on comparison of contemporary leadership styles.

The previous studies have mostly focused on transformational, transactional, laissez faire, ethical and servant leadership style. However, there are other leadership styles e.g. empowering leadership, paradoxical leadership, ambidextrous leadership, directional leadership, task and relation oriented leadership etc. which also need to be examined. An effective leadership model was designed by Lau (2012) in the context of China. One of the dominant leadership styles i.e. paternalistic leadership style famous in the Eastern business environment which is compared to one of the dominant leadership styles famous in western business environment i.e. transformational leadership style. The study conducted by Goncu et al. (2014) revealed that the effects of both transformational and paternalistic leadership styles are different on variables for instance turnover intentions and procrastination at work. However, the effect of transformational and paternalistic leadership style on other outcomes variables like OCB is very limited. Furthermore, Goncu et al. (2018) also indicated to examine the comparative impacts of PL and TL on other outcomes as two leadership styles are different from each other.

The past studies examined transformational and transactional styles but in last decade the researchers are asking to compare PL and TL. We will fill this gap by comparing PL and TL. Chu and Hung (2009) found the relationship in PL and OCB via mediating role of upward communication. Rehman and Afsar (2012) indicated a direct relationship in paternalistic leadership and OCB. Ötken and Cenkci (2012) found the impact of paternalistic leadership on ethical climate through the moderating role of trust in leader. Lau (2012) compared the impact of paternalistic and transformational styles on effectiveness via mediating role of harmony and trust and moderating role of generation.

Tang and Nauman (2015) indicated the mediating role of perceived LMX the moderating role of team differentiation of perceived LMX in relationship of PL and OCB. In addition, it is

revealed by Goncu et al. (2014) that both PL and TL are interlinked with OCB by means of leader's trust and intrinsic motivations such as organizational identification and psychological enablement. Whereas, indirect effects are also exercised by PL and TL on OCB by means of extrinsic motivations for instance impression management and instrumentality pertaining to the workgroup and leader Khattak, Batool, and Haider (2017) examined the association between styles of leadership namely transactional and transformation with creativity of employee with the moderating and mediating role of organizational climate and creative self-efficacy respectively.

The impact of Paternalistic Leadership (PL) style on employees' job performance and intention to leave job is pointed out by Ugurluoglu, Aldogan, Turgut, and Ozatkan (2018) in the healthcare sector. Whereas, the effect of both Transformational Leadership (TL) and PL styles on workplace procrastination with the mediating role of organizational citizenship behavior in terms of civic virtue, and conscientiousness (Göncü, Köse& Metin, 2018). Further, the PL and TL styles were investigated, and it is expressed to study the further styles that are related in the PL and TL styles. However, the outcomes regarding motivational and behavioral aspects are still different in both leadership styles in the study conducted by Goncu et al (2018).

It has been pointed out that they were unable to provide good fit in the model regarding the mediating role of OCB and turnover intention in the association amid both leadership styles and procrastination. The adjacent repercussions of leadership through various other factors for instance orientation of culture, motivation and personality studied by Goncu (2013) noted that these factors may also held accountable for more positive attachment towards organization and this may also result in a better work-related state and less non-work-related activity. This shows that culture can be taken as a possible moderator in linking PL, TL and OCB.

The previous studies have examined either direct link in PL and OCB or mediators that were examined include upward communication, trust, intrinsic motivation, OCB (specifically, civic virtue, and conscientiousness), turnover intention, self-efficacy and LMX. Further mediators could be examined.

- Similarly, leaders can impact the level of work engagement of employees by affecting the meaningfulness of their work (Babcock-Roberson & Strickland, 2010) which motivates the workers to engage in extra role behaviors like OCB.
- Thus, work engagement becomes the mechanism through which the effect of leader's behavior is translated in the extra role behaviors or OCBs of the employees (Schmitt, Den Hartog, and Belschak, 2016).

Thus, the current research proposes to fill this gap by using work engagement as mediator.

The moderating impact of perceived difference in LMX, trust and organizational climate has been examined in the past in leadership styles and outcomes. Various conceptual and empirical reasons exist to investigate the moderating role of the employee's perceived cultural values at workplace. A society from practical point of view has been evolved into groups of individuals with differentiable values setting them apart from other groups. On the other hand, a society from the theoretical point of view, emphasize on the employee's perceived cultural values can assist academicians and researchers to identify new associations, including a wider range of moderating variables often not discovered in the literature on OCB (Kim, Kim, Holland, and Han, 2018). Therefore, current research fills this gap by using culture as a moderator in PL, TL and OCB.

In this research the focus is to examine the role of transformational and paternalistic styles on OCBs of teaching faculty in private and public HEIs in Pakistan. Academic leadership carries great importance in deciding the employee outcomes in HEIs who are main stakeholders in imparting services. Given the distinct nature of both settings, it is useful to investigate that which style of suitable in each sector. The orthodox theory that influence a substantial difference amidst public and private sectors leadership styles as leaders manage culture of organization to achieve organizational performance has initiated to be challenged by recent academicians and researchers in the arena of organizational behavior (Flemming, 2016).

The research shows that public and private sectors leadership styles are different but past research in HEIs leadership has not paid attention towards this comparison. Paternalistic style has been linked to OCB and organizational commitment in direct manner and it has been linked to other outcomes such as intention to leave (Kim, Kim, Holland, and Han, 2018). Mostly the previously examined mediators are commitment, LMX, empowerment and upward communication in linking leadership styles and OCB. The comparative studies of transformational and paternalistic style took procrastination as an outcome variable. So, there exists a gap to link these two styles to OCB by alternative mediating mechanisms. Other moderating mechanisms should also be examined apart from the difference in LMX, trust and organizational climate.

1.3 Problem Statement

Teacher plays an important role in effective functioning of educational organization and also in the transmission of wisdom, knowledge and experience of one generation to another. In fact, the role of teacher in society is significant, widespread and valuable. However, teaching in universities is a highly complex and challenging task as compared to teaching in schools and

International colleges because of low formalization of teaching content and method in universities. To successfully impart knowledge, skill and ability to students, university teacher's job cannot be fully prescribed in job description (Donglong, Taejun, Julie & Sanghun, 2020; Dipaola & Hoy, 2005).

Keeping this in mind, it has been argued that the success of higher educational institutions depends on its academicians who are ready to exert considerable effort beyond formal job requirements, that is, to engage in OCB (Rashid, Tasmin, Qureshi & Shafiq, 2019). Moreover, teacher's OCB is of high importance to higher education institutions as higher education institutes all over the world are facing fierce competition and survival threat (Donglong, Taejun, Julie & Sanghun, 2020). At university level this is expected to increase the overall efficiency of the organization in terms of student's satisfaction and performance. As the research of Alonderiene and Klimaviciene (2013) shows the main factors among others in university selection are university reputation, interactive learning methods applied and competence of faculty (Waheed & Shah, 2017). Therefore faculty OCBs are vital to establish high performance of teachers (Mareri, 2019). The right leadership style might improve OCBs (Lian, & Tui, 2012; Rehman & Asfar, 2012). However, it is insufficiently tested in HEIs around the world (Alonderiene & Majauskaite, 2016).

1.4 Research Objectives

- To investigate the impact of Transformational Leadership style on employees' OCB in Higher Education Institutes (HEIs) of Punjab.
- To study the impact of Paternalistic Leadership Style on employees' OCB in HEIs of Punjab.

- To examine the moderating role of Culture (Bureaucratic, Innovative and Supportive) in the relationship between leadership styles (transformational and paternalistic) and OCBs.
- To explore the mediating role of work engagement between Leadership Styles and OCB.
- To compare public and private institutions differ on the same model/variables.

1.5 Research Questions

Based on the objectives of the present research, this research attempts to address the following research questions:

- What is the impact of Transformational Leadership style on employees' OCB in Higher Education Institutes (HEIs) of Punjab?
- What is the impact of Paternalistic Leadership Style on employees' OCB in HEIs of Punjab?
- What is the moderating role of Culture (Bureaucratic, Innovative and Supportive) in the relationship between leadership styles (transformational and paternalistic) and OCBs?
- What is the mediating role of work engagement between Leadership Styles and OCB?
- Do public and private institutions differ on the same model/variables?

1.6 Significance

The present research aims at examining the effect of leader's style in higher education institutes (HEIs) operating in the area of Punjab, on OCB level of the employees in the presence of work engagement as a mediating variable. Further, this research will also help in determining whether the mechanism through which impact of leaders' leading styles on employees' OCB level is moderated by the type of culture existing in the firms. This will help in identifying the

type of leadership style of vice chancellors and registrars etc. that may be appropriate for operating the HEIs. They are very critical to the institute and are pivotal in terms of developing their institute, employees and eventually their society. Therefore, this study will give a comparative model of public and private sector leadership styles (Flemming, 2016) with using work engagement as mediator and examining OCBs as outcomes instead of much researched employees' outcomes of commitment, satisfaction and trust. It will respond the call of Goncu (2013) who asked for further investigation of mediators and moderators linking leadership styles and outcomes. It will also use culture as a moderator (Hamzah, Othman, Hashim, Rashid, & Besir, 2013; Kim et al., 2018).

Subsequently, the results may be generalized on the educational institutes of whole province and even to other provinces of Pakistan in order to compare all of these. This will help in coming up with implications for the planners for making such policies that may help them determine the type of leader's style that may be more suitable in HEIs of Pakistan. Investment in educational sector is eventually going to largely benefit the economic condition of the country in the long run provided right decisions are taken as the difficulties faced by the country could only be solved by taking right decisions.

1.7 Thesis Structure

The succeeding chapters of current research work are arranged as follows: Chapter two comprises on literature review, where section 2.1 discusses about OCB, section 2.2 relates to transformational leadership styles and section 2.3 relates to paternalistic leadership styles. Meanwhile, section 2.4 and 2.5 comprises on work engagement and organizational culture respectively. Moreover, this chapter presents the theoretical background of the current research work. This chapter consists of conservation of resources theory, theoretical model, and critical literature review and hypotheses development.

Chapter three comprises on 3.1 Research design, 3.2 paradigm, 3.3 Details of research methodology approaches, 3.4 research methods, 3.5 description of research population, 3.6 why HEIs are included, 3.7 research sampling and sample size, 3.8 research instrument, 3.9 data collection and process, 3.11 data analysis, 3.12 discusses about SEM, 3.13 validity and reliability of the questionnaires.

Chapter four presents analysis and results of the study and comprises on data analysis, results, findings and discussion on findings along with previous supported evidences. Chapter five discusses the results and findings of the study and comprises on 5.1 main findings, 5.2 conclusion, 5.3 relates to practical implications, 5.4 contributions, 5.5 limitations of the study, and 5.6 directions for future research.

1.8 Summary

Academics play pivotal role in effective functioning of Higher Education Institutes. However, the success of HEIs is not entirely reliant on job description, but rather it depends on various other additional efforts that the academics are willing to exert. This highlights the importance of OCB in HEIs. Different leadership styles have been studied previously, however, this research focuses on the role of Transformational and Paternalistic Leadership styles in improving the OCBs of academicians. Leaders can impact the level of work engagement of employees by affecting the meaningfulness of their work which motivates the workers to engage in extra role behaviors like OCB. Thus, work engagement becomes the mechanism through which the effect of leader's behavior is translated in the extra role behaviors or OCBs of the employees. Current research suggests that culture might moderate the relationship between leadership styles and OCB. Furthermore, these relationships are studied in the context of public and private HEIs of Punjab.

2. CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The objective of this chapter is to discuss the literature on the variables under study in this research. Conceptual underpinnings and definitions of all the variables are discussed in this chapter. Origin and proposed dimensions of the variables and what they mean and reflect is discussed.

2.2 Organizational Citizenship Behavior

The term Organizational Citizenship Behavior (OCB) was first used by Smith, Organ & Near (1983). Since then, there has been huge amount of research conducted by different scholars to conceptualize and measure its impact on different outcomes that may affect a firm's performance in one way or another (Lee, Kim, & Kim, 2013). OCB is defined as the extra role behaviors and activities which are not part of an employee's formal job description but help an organization in achieving its goals (Organ, Podsakoff & MacKenzie, 2005). These role behaviors, though not responsibility of the employee, but lead to the formation of positive social environment in the organization that helps in achieving the organizational goals and objectives (Bolino, Hsiung, Harvey, & LePine, 2015; Shantz, Alfes, Truss, & Soane, 2013). They are primarily viewed as behaviors that are generally discretionary, and less likely to be formally or explicitly rewarded in an organization (Organ, Podsakoff & MacKenzie, 2006). Thus, OCB is viewed as a voluntary behavior on the part of employee which is not formally assigned to him/her but it benefits the organization nonetheless (Borman, 2004).

On the other hand, Williams and Anderson (1991) organized the citizenship behaviors based on who benefits from such behaviors i.e. individual or organization. Such behaviors which directly affect or benefit the individuals are referred to as Organizational Citizenship Behavior – Individual (OCBI) whereas those behaviors which benefit the organization are termed as Organizational Citizenship Behavior – Organization (OCBO). In their research Podsakoff et al. (2009) argued based on previous literature that Organ's (1988) dimensions of courtesy, peacekeeping, altruism, and cheerleading behaviors are an example of OCBI as these behaviors benefit an individual in an organization. Similarly, they stated that behaviors relating to conscientiousness, civic and sportsmanship fall under the category of OCBO as such behaviors benefit the organization.

This study operationalizes the citizenship behavior using the Organ's (1988) five dimensions of OCB. Numbers of scholars have used this approach to operationalize OCB in empirical researches (Babcock-Roberson & Strickland, 2010). These are voluntary behaviors displayed by the employees which are not part of their job description but are of operational importance to the firm. For essential functioning of organizations cooperation, helpfulness, gesture of goodwill, altruism and suggestions are required, which are considered as organizational citizenship behavior. It is based upon cooperation of individual and group. Organizational behavior is based upon altruism dimension. Citizenship behavior is defined by satisfaction element in the employees and satisfaction might be generated differently as shown in different models. Environmental and individual differences have indirect impact on satisfaction, environment and personality factors have direct impact on satisfaction and third model shows a combination of direct and indirect impacts of satisfaction on OCB. Good citizenship behavior is accounted for mood state characters of employees (Zeinabadi, 2010). Organizational citizenship

behavior character is displayed in terms of obedience, loyalty and participation. Organizational obedience is related to orientation of an individual towards job description, organizational structure and personal policies. It may be demonstrated by set of rules, regulations and instructions. Allegiance and identification with organizational leaders which transcends parochial interests of individuals is related to organizational loyalty.

Organizational loyalty can be defined as interests of employees in organizational affairs guided by virtue standards, expressed through responsible and full involvement in organizational governance and validated by keeping authorities informed is linked citizenship behavior. Responsible organizational citizenship behavior is associated with a mix of loyalty, participation and obedience rather than focusing on a single component (Chun, Shin, Choi & Kim, 2013). Organizational citizenship behavior is characterized by voluntary extra role behaviors displayed by individuals in an organizational setting which enhance performance and growth of firm (Tian et.al., 2020). It may be defined as helpful discretionary set of behaviors, which are directly or indirectly recognized by formal record systems and linked to enhancement of positive performance of organization (Qiu, Lou, Zhang & Wang, 2020). OCB is entirely dependent upon individual choice of behavior and is not associated with a matter of punishment in case of failure to imply with its definition. OCB is based upon individuals, characteristics of tasks and organization and leadership structure of organization as well. Organizational citizenship character is portrayed by job satisfaction and commitment of employees towards firm (Kim, 2014). Predictors of organizational citizenship behavior include organizational commitment and satisfaction, leader member exchange (LMX), self-efficacy, individual disposition, social norms and resilience (Paul, Bamel, Ashta & Stokes, 2019; Testa, Corsini, Gusmerotti & Iraldo, 2020).

These factors are concluded as antecedents of organizational citizenship behavior by significant amount of research on organizational behavior and social psychology. OCB is an important element for the survival and wellbeing of organization with proper functioning which results in growth and enhancing performance (Rasheed, Jehanzeb&Rasheed, 2013). A very important aspect of employee's life is job satisfaction. A positive linear relationship between job satisfaction and organizational citizenship behavior is present. Job satisfaction leads to high performance of employees due to which productive workers are more satisfied as compare to others. Job satisfaction is based upon financial as well as social and other working conditions which determines working environment of employees. Intrinsic job satisfaction is such a variable which impact OCB directly as well as indirectly through job commitment which acts as mediator. Job satisfaction behavior is associated with self-efficacy, length of service rendered to organization and internality of job employee. OCB is motivated in employees by two ways first through regulating trust and second by motivating job satisfaction (Marghana&Haryono, 2018). The level of employees believes and extent to which they accept the organizational goals is associated with organizational commitment of employees.

The alignment of employee and organization in a way that there is synergy in orientation of goals, striving for achievement of specific targets is necessity if an employee decided to side with organization. Organizational commitment is psychological bond of employees and organization characterized by willingness of employee to work towards achievement of organizational goals, desire to maintain a member position in organization and strong trust development and acceptance of goals and values of organization. Organizational commitment develops OCB in employees which enhance employee's performance (Ridwan, 2020). Leadership structure has great impact on organizational citizenship behavior. Leadership

structures which have characters of leader member exchange (LMX) such as transformational leadership and charismatic leadership can affect organizational citizenship behavior. Directive and supportive structures of leadership are actually associated with OCB. Leadership structure can either be directive or supportive which influence OCB or in terms of behavior we can define them as either task oriented or relationship oriented. In recent studies in addition with these two traditional dimensions directive and supportive leadership dimensions are also included in successful leadership structure that promotes OCB in employees. Relevance of leader behavior for any team process is important, if it is supportive employees are satisfied and they considered themselves valued due to which OCB character is promoted (Euwema, Wendi &Emmerik, 2007).

Leader member exchange (LMX) also has significant impact on OCB. Exchange of valuable resources and degree of emotional support between a subordinate and supervisor is known as LMX. Engagement of both parties in process of reciprocated exchange measure by a parameter is known as LMX. Influence of leadership behavior is mediated by LMX on creativity, job performance and OCB. Citizenship behavior is enhanced by OCB by providing new opportunities to followers and by focusing on development of followers. It facilitates the development of strong interpersonal relationship between followers and leaders. Followers and subordinates are involved in decision making process by LMX and are motivated by solicitation of their ideas by leaders. LMX goes beyond the economic exchange and stresses the importance of follower in making a contribution in society (Newman et al., 2017). There are five dimensions of behaviors which belong to OCB. These dimensions include, altruism, courtesy, civic virtue, generalized compliance and sportsmanship. Voluntary action of a person that helps another person with a problem is called altruism. Prevention of problem which are associated with others

and to avoid the abuse rights of others is linked to courtesy dimension. Indication of willingness to participate responsibly in life of organization which is a constructive behavior towards organization is referred as civic sense. Sportsmanship is associated with demonstration of tolerating behavior without complaining which is not usually done in ideal circumstances. In areas of attendance discretionary actions taken without the minimum compliance of organization is related to generalized compliance. Some of these dimensions have impact on individual OCB while other has impact on organizational OCB (Ariani, 2012).

One of the potential predictors of OCB is employee engagement as well. Principal of reciprocity and social exchange theory explains why engagement of employees is associated with OCB. Emotional components of employee behavior may result in performance linked to OCB. Emotional component of behavior motivates extra role performance in employees as well. Favorable treatment from an organization provokes the desire to reciprocate and positive emotions which are associated with social exchange and emotion based desires. Tendency to engage in constructive and responsible behavior in work is enhanced in individuals who are high in employee engagement due to which employee engagement is considered as one of the potential predictors of OCB (Chiang & Hsieh, 2012). Organizational citizenship behavior can be conceptualized as helping behavior, loyalty to organization, individual initiative, development of self, civic virtue, sportsmanship and compliance with organization. Performance of organization is enhanced and successful achievement of goals is possible because of OCB. Leadership structure which provides individual concern and support to their followers can derive behavior of kindness in their employees in which they are able to perform extra role task with great vigilance, which are beneficial for organization (Tan et al., 2019). Employees might reflect OCB to achieve different motives. Like some show altruism to help fellow employees while others

reflect self-serving impressions for the management of motivation. Intrinsically motivating leadership structure and low perceptions of politics can derive OCB in employees who are high in extraversion, agreeableness, honesty-humility and conscientiousness. Employee with intention of impression management may reflect behavior of low honesty-humility. OCB is fruitful for organization development but may be used by employees to persuade individual goals along with organizational (Wingate, Lee & Bourdage, 2019).

Though there have been many different ways in which OCB has been conceptualized but the two most important conceptualizations used widely in the OCB literature are those given by Organ (1988) and (Podsakoff et al., 2009). Organ (1988) proposed that OCB consists of five different dimensions which are altruism, conscientiousness, sportsmanship, courtesy and civic virtue.

2.2.1 Altruism

Altruism refers to such activities and behaviors that are helping to a particular person e.g. helping a colleague in operating and using a new machine.

Altruism refers to selfless behavior of people in an organization where they are concern for other individual's rights and welfare. Altruism is one of the dimensions of organizational citizenship behavior (OCB) (Chun, Shin, Choi & Kim, 2013). Altruistic behavior motivates individuals to be more empathic and indulge in activities that benefit others. Altruism results in enhancing knowledge of team members based upon cooperation and teamwork of team members (Piatak & Holt, 2020). Altruism is based upon helping other colleagues in solving work related problems and issues and accomplishment of tasks. It is a discretionary behavior aimed at helping a specified person and emphasized on motivating co-workers in performing their task or when they encounter a problem. Altruism is an important determinant of OCB and is positively related

to citizenship behavior of employees in organization (Friedland, Emich& Cole, 2020). Altruism dimension aims at helping specific individual related to as task or opportunity in environment of organization. Altruism is aimed at improvement of other people welfare in an organizational structure. Altruism is also defined as pro social behavior which motivates citizenship behavior in employees (Song, Gu& Zhang, 2020).

Altruism is a helping behavior showed by the employees of organization. Both individuals as well as organization, benefits from this behavior of employees. It is related to helping coworker in achievement of as task which also involves knowledge sharing component from employees. Altruism results in outcomes associated with organization related to reduce need of training, supervision and crises management (Kaur, 2020). Enduring tendency of employees to think about rights and welfare of other people and benefit other people as one feels concern and empathy about other employees is defined by altruistic behavior. It is one of the most consistent behaviors related to individual resources concerned with helping others. Willingness to consider other in overall enhancement of organizational performance and valuing input by others is associated with altruistic dimension of organizational citizenship behavior (Dede, 2020).

2.2.2 Conscientiousness

Conscientiousness (also known as Compliance) refers to such behaviors that demonstrate that an employee follows the rules, regulations and procedures of the organization. Such behaviors may not benefit someone directly, as in altruism, but may indirectly help others. Reporting in the organization on time and not wasting time are some of the exemplary behaviors displayed by employees (Tan et al., 2019).

Another important dimension of measuring organizational citizenship behavior (OCB) is associated with conscientiousness. Conscientiousness goes beyond the formal job description of employees which involves making efforts and spending adequate time related to efficiency enhancement of individual as well as groups. Behaviors such as maintenance of work attendance, following rule of workplace and punctuality are related to concept of conscientiousness. Employees associated with this behavior show discretionary behavior as they comply with rules and regulations of organization even without supervision of authority. Such employees are well aware of their responsibilities and limitations as they consider themselves as part of organization (Meghna& Dixit, 2019). Conscientiousness behavior of employee demonstrates that employees follow the rules and regulations and are well aware of organizational offerings. Such employees avoid unnecessary extended breaks and complete their tasks before datelines (Tan et al., 2019).

Employees who show compliance with organization in their behavior stay updated and informed about their current knowledge related to products and services offered by the firm. Conscientiousness is an important determinant for OCB as it aids in giving direction to produce targeted and desired behaviors in organization. Thus, conscientiousness has significant impact in measuring organizational citizenship behavior (Shrestha&Subedi, 2020). Conscientiousness is associated with extra role behavior and is associated with compliance with norms which define good characters of employees. Workers perform their assigned task by going beyond minimal requirement when they reflect conscientiousness in their behavior. It is also associated with compliance with organizational environment related to laws and rules in environment (Neale, 2019). Conscientiousness is associated with organizational loyalty behavior which shows citizenship character of employees. It is related to more generalized compliance of employees. Development of more impersonal characters among employees takes place which is related to

reduced need of training and conduction of such sessions which motivates these behaviors in employees (Abbas & Raja, 2019).

2.2.3 Sportsmanship

Sportsmanship is the employee's behavior to put up with the limitations or problems faced during the formal roles and not complaining or whining about it. Sportsmanship is dimension of organizational citizenship behavior based upon employee's action when they have to deal with unexpected inconvenience that occur in workplace environment, without complaining about their circumstances and yet try to perform at their best. Such employees try to accomplish task without complaining and whining. Sportsmanship displayed by the employees is associated with organizational citizenship behavior (Khalid & Abdul Rahman, 2019). Sportsmanship associated with organizational citizenship behavior is related to enhanced tolerance of employees which is associated with not easily complaining attitude when issues arrive at work. This demonstration of positive behaviors explains loyalty of an individual towards organization while ignoring negative aspects associated with workplace. Sportsmanship is associated with reduction in turnover rate which enhances morale of team members (Mahajan, 2017). Employees depicting sportsmanship behavior consider bigger picture and are less likely to over react to negativity. Sportsmanship is positively related to organizational citizenship behavior. Such employees have focus upon future and their goal is future improvements in organizational environment. Such employees are less likely to complain about problems and issues of present circumstances by demonstration of their positive attitude (Thampi, 2020).

When things do not go as planned an exhibition of no negative behavior by employees is associated with sportsmanship behavior. It also refers to acting in best possible way when inconvenience occurs in organizational operations which are perceived as difficult, frustrating

and annoying. In business organization this spirit is associated with potential compliance with work and work load even in the presence of negative symptoms from environment (Ajlouni, Kaur & Alomari, 2019). Tolerance of less than ideal circumstance by employees by showing goodwill gesture of not complaining and imposing work without filing grievances. One of the dimensions of OCB is sportsmanship associated with tolerance of annoyance by employees which are inevitable. Individual innovativeness is positively related to sportsmanship dimension of citizenship behavior shown by employees (Yusof, Yaacob & Rahman, 2020).

2.2.4 Courtesy

Courtesy includes behaviors such as consulting with others, before taking any action who are likely to be affected by the decision.

Another dimension used to measure organizational citizenship behavior is associated with courtesy which shows employees behavior to avoid problems to occur and timely taking required action to reduce the impact of problem if occurred. Courtesy is also associated with change of behavior of colleagues noted by employees that enables to deal in a better way with future problems that may arise and is associates directly or indirectly with their work. Courtesy is based upon participant's timely reminders, suitable information and advance notice associated with occurrence of problems (Singh et al., 2017). Implementation of courtesy in an organizational environment is associated with less occurrence of conflicts in inter groups and save time and energy used to deal with conflict management. Employees who reflect courtesy are more cautious and mindful in engagement of such actions that can cause harm to their coworkers as employees showing courtesy show higher such behaviors which prevent them from creating problems. Organizational citizenship behaviors also promoted by courtesy as it helps to prevent

relationship problems in organization. This is why courtesy is positively related to OCB (Norris & Porter, 2017).

Behaviors which are directed to prevent future problems are courtesy. Courtesy is associated with enhancing job satisfaction and job performance which promotes job commitment among employees which enhances organizational citizenship behavior (OCB). Depiction of positive contribution of employees in workplace is associated with courtesy which creates empathetic environment in workplace. Courtesy helps employees to maintain balanced professional relationship at work place through self-efficacy (Noh & Yoo, 2016). When an individual engages in a behavior associated with prevention of work-related problems. One of the crucial factors associated with organizational citizenship behavior is courtesy. It is associated with avoidance of potential problems which are likely to not occur when people consult with their co-workers before committing actions. Employee perceived organizational performance is enhanced by courtesy (Haldorai, Kim & Chang, 2019).

2.2.5 Civic Virtue

Civic virtue means actively taking interest in the political matters and other related matters that may affect the organization.

Civic virtue is dimension of organizational citizenship behavior (OCB) which is associated with defining and endorsing activities of organizational participants along with organizational policies. This behavior translates employee's volunteer involvement in committees, attending events organized by organization and involvement of employees in strategies formulation along with supporting organizational policies. Image and reputation of organization is of main concern for employees having civic virtue. Such members of organization have high level interest in loyalty depiction towards organization

(Anfajaya&Rahayu, 2020). Civic virtue is also associated with suggestion of solutions to problems and offering positive criticism. Employees involved in civic virtue behavior are often found in participating positively in non-mandatory behaviors. Involvement in activities which foster organizational image is also associated with involvement in civic virtue of high level. Civic virtue has significant contribution in determination of organizational citizenship behavior (Ozilymas, 2020).

How well a person reflects an organization with which they are associated is related to civic virtue. It is also related to supporting and promoting organization and organizational value outside the official capacity of an organization. Supporting and promoting business activities in environments which could be proved beneficial and serve purpose of enhancing performance is related to civic virtue of employees. Civic virtue promotes and encourages community sense within business settings. Job satisfaction and job performance is related with civic virtue characters which are thought to be enhance and thus enhancing performance (Jahagirdar&Bankar, 2020). Civic virtue behavior is associated with individual welfare rather than organizational benefits. Civic virtue can be considered across wide spectrum of activities taking place within an organization, on one side of this spectrum lies attending optional meeting and workshops while on the other side lies voicing objections and criticism to policies which one consider are not beneficial for organizational growth (Mayer, 2020).

2.3 Transformational Leadership

Globalization has a great impact on the social, political, economic and practical lives of people all around the world. The technological advancements have changed the transmission of information, modes of communication and speed of the information transfer from one region to another. This has definitely increased the competition among different organizations and thus

leadership styles are gaining importance to gain competitive advantage through human resources (Nanjundeswaraswamy & Swamy, 2014). To increase and understand the organizational performance, it is mandatory to understand and build an association between leadership styles and organizational learning. Different leadership styles can have a positive impact on the individual performance as well (Iqbal, Anwar, & Haider, 2015). Nowadays, most of the organizations are shifting away from conventional leadership styles and management practices. They are focusing on new leadership styles that are effective in contextual settings (Tortorella, de Castro Fettermann, Frank, & Marodin, 2018).

This implies that globalization has now forced the organizations to change their management practices and leadership styles. Therefore, leadership has been studied as an important variable in the literature of organizational behavior. Leadership styles are closely related to management practices and there are different traits of leaders that can impact the organizational performance as well. Leaders have different traits that can be categorized as social, physical, emotional, personal and cognitive. Every leader has a specific leadership behavior or leadership style that distinguishes him from others. Different researchers have identified different traits of leaders that makes them successful and highlights them among others. Results have concluded that no single trait can make a leader successful but some combination of traits can do so (Abazeed, 2018). Therefore, a lot of research is needed on leadership styles that can be situational as well. Transformational leadership is one of the most popular leadership styles. This leadership styles helps the followers to achieve and develop their selves. Meanwhile, with transformational leadership, group and organizational development also takes place. The transformational leader helps the followers to identify and become aware of the issue around them, enhances their self-confidence and making them achieve their goals while

keeping themselves aligned with survival. This leadership style helps in career and self-development and progress.

Organizations are considered as an entity that have to survive through a lot of changes and environmental variations. They need constant learning and adaptability to keep a pace with these changes. So, organizational learning has now become important part of every organization. It is no more a voluntary decision. This helps them to grow, compete and develop. It is a complex process that involves access to information and knowledge, dissemination of the knowledge to members and maintaining that knowledge (Al-Hawary, 2015). It is a type of social activity that helps the organizations to adopt changes and grow rapidly. For better organizational learning, the leadership is very important element that can affect the levels of learning. Organizations face many challenges that can be internal as well as external. They have to compete with one another because of the globalization and ease of access to every product and service (Al-Hawary&Al-Hamwan, 2017). In all these situations, organizations need leaders that can help them to face challenges and threats. They can develop the strategies that can help organizations to pass through tough times and gain competitive edge. These are the leaders that helps the organizations to survive in cut throat competitions (Al-Hawary&Hadad, 2016).

Transformational leaders are responsible for creating the vision of organization, selection of right people to achieve goals and develop the strategies. Both the researchers and organizations are focusing on leadership because the ideas, actions and behavior of leaders makes a difference. They motivate and improve the performance of individuals and organization as well. There is a broad array of leadership styles, still the transformational leadership is the most widely studied style because it involves encouraging the followers and serving the interests of organization while keeping an alignment with the individual development and growth.

Transformational leaders try to reach a consensus and avoid conflicts so that a desired output can be achieved. This leadership style is based on the earliest theories of leadership in which the main focus was on the behavior and characteristics of the leaders. Transformational leadership style is the most focused style because it is a desired style to achieve organizational success. In this type of leadership, the leader encourages followers to work in a direction that can help in achieving organizational goals and objectives while keeping in view the personal interests as well. According to researchers, the transformational leadership is all about the mutual understanding between the leader and follower (Abazeed, 2018).

Afterwards, it was added in the general definition that not only the mutual understanding but also the mutual agreement between the personal and organizational interests is the part of transformational leadership. The transformational leaders help the followers to achieve the higher levels of performance by motivation and encouragement. In this way the organizational performance is also enhanced. This style has a specific goal that a leader keeps in his mind. He prepares his followers as a leader by encouraging them and enrooting his own traits in to them. Such leader also provides opportunities to his followers so that they can develop themselves and their careers. The followers of a transformational leader are empowered, independent and motivated. The employees under transformational leadership are enrooted with three skills; autonomy, confidence and social cohesion. This means that in transformational leadership, the employees have higher autonomy, they are socially united and they are more confident. The employee's values are linked with the organizational values.

The transformational leaders have a vision that helps them to achieve the organizational objectives. These leaders are team builders, flexible in nature, create a healthy environment, manage dialogues between management and subordinates, welcome change and build relations

with their followers. They often act as a bridge between the followers and higher management so that higher ups can understand and work for interests of employees, motivates them and understands their issues. Transformational leaders can help the followers to get used to the changes and also helps them to anticipate changes. Afterwards, they help the followers to adapt these changes and then go smoothly to increase organizational performance. In this way, they motivate their followers to work beyond their job description without the urge of rewards.

Transformational leadership has four different dimensions: idealized influence (charisma), inspirational motivation, intellectual stimulation and supportive leadership. A leader's ability to act in a way that makes him/her admirable in the eyes of employees who then identify themselves with their leader is termed as idealized influence or charisma. Leader with idealized influence takes stand on issue, expresses sense of belief in actions and emotionally appeals to employees. Leaders with inspirational motivation have the ability to express their vision in a way that employees find appealing and inspirational. Such leaders set very high criteria for employees and are always optimistic in their communication in achieving objectives. Leaders with intellectual stimulation are creative in their nature and encourage employees to be creative too. They challenge the old-held assumptions and values, have ability to take risk and solicit followers' ideas. Lastly, leaders with supportive leadership have the tendency to look into the problems and matters of individual employees, provide the necessary mentoring and coaching to them and attend to their personal and individual needs(Judge & Piccolo,2004).

2.3.1 Vision

Vision is considered as a more general form of construct charisma (Rafferty & Griffin, 2004). It is also referred to as idealized influence by most researchers (e.g. Bass, 1985).The

idealized influence is usually the behavior of the leader and the way he praises his subordinates. This behavior helps the transformational leader to ensure that followers understand the vision of organization and they are fully motivated to achieve it. The transformational leader is usually the one who sacrifices the personal interests for group or organizational interests and is very high in moral conduct. For the followers, the leader is like a role model and reference. Such leaders gain trust of followers very quickly and the followers respect them because they meet certain ethical standards. They do not misuse their powers and authorities and they do not use organizational resources to gain personal interests (Al-Shanti, 2016). Ability of a leader to show good ethics and high performance and serve as a model for followers with these characters is considered as idealized influence. Specific characteristics and distinctive qualities are a part of leader's personality. Idealized influence is related to exemplary leader who is trusted by his followers. Decisions made by such leaders are usually directed towards the benefit of organization. Faith, trust and replicable model discipline are the major result of idealized influence which is practiced by transformational leaders (Huang & Huang, 2020).

Idealized influence is related to identification of leader's ethical considerations and high moral values and incorporates such attributes in subordinates so that they can identify these traits of leaders. Long term career success for individual is demonstrated by the leaders in which they guide in true sense to become an inspiration. Behaviors whose emphasize is on honesty and integrity are demonstrated by leaders so that followers incorporate such behaviors by which their success is ensured. Idealized influence is thus essential for developing value commitment in employees (Morkevičiūtė, 2019). Idealized influence is associated with leaders who have formal power and can help followers in acknowledging them as leaders by which they can influence them in this way idealized influence motivates followers to see them as role models. Followers

develop energy to achieve high performance and make them perform beyond expectations. Followers are transmitted sense of mission by leaders who have strong sense of mission developed. Leaders who have idealized influence are successful in exhibiting persistence and determination in ethical norms and values and achievement of goals (Stuberet *al.*, 2019).

2.3.2 Inspirational Communication

Inspirational communication and inspirational motivation are used interchangeably by different researchers and have been defined in various ways (Rafferty & Griffin, 2004). Inspirational communication or motivation is the element that helps the followers to set the vision of the future. It teaches the followers how to use the emotional influences and how to become optimistic for any issue. It teaches them to show enthusiasm for the work. This motivation of the leader is also a source of motivation for the followers and such leaders can inspire the followers to adopt changes and pursue their goals with optimism and, trust and energy (Al-Shanti, 2016). Inspirational communication is associated with supportive leadership which is related to leader's effort to hold followers through counseling for career growth and guidance by providing more human touch. Individual abilities and knowledge differ in different followers so they are treated differently. Individual motivation is considered by a few leaders only which make them good advisers and listeners. Power in subordinate is distributed by leaders without prejudice and such leaders tend to practice two way communication and thus makes achievement of goals and objective successful by organization (Arokiasamy& Tat, 2020).

Leader's enthuse and inspire subordinates with their action at work so through inspirational motivation they can draw attention of subordinate's attention as they have these characteristics. Articulation of organizational directions to subordinates and importance of alienation of organizational goals and personal goals is shown to subordinates by leaders through

inspirational motivation. Followers can plan their career path in which they can achieve great success through leader's guidance as leaders encourage followers to look at the bigger picture and invest their efforts in long term output of their actions rather than considering presents outcomes (Park & Pierce, 2020). Inspirational communication by leaders provide followers to overcome all problems and barriers by encouraging followers to go beyond self-interest for the sake of public good and in this way helps subordinate to be optimistic about future. Follower's ability to achieve beyond their expectations is raised by leader's ability through inspirational motivation. Leaders who exhibit inspirational motivation has strong vision for future by which subordinates are challenged to achieve high performance (Mi *et al.*, 2019).

2.3.3 Intellectual Simulation

The intellectual simulation is the ability of the leader that helps to build the ability of thinking in the followers. The followers of the transformational leaders think on their own and carry their work with their own analytical skills. Thus, intellectual simulation of the employees is the ability to be rational and creative. These employees can generate new ideas. New ideas of doing business and using traditional methods of doing business are due to intellectual stimulation. The employees that are intellectually stimulated do not adopt changes without reasons. They adopt changes after careful thinking and they face challenges quickly. The leaders that are transformational and intellectually stimulated helps the followers to address the issues and problems. These are the abilities of the leaders that ensures the followers to think on rational grounds and arrive at logical solutions of the problems. These employees try to find new solutions to old existing problems. The transformational leaders increase the potential of their employees. The leaders with intellectual stimulation make the employees risk tolerant and enhance organizational performance (Abazeed, 2018).

Intellectual simulation is associated with succession planning that helps develop organization as well as people for future by leading management by addressing and leading talent management schemes. Intellectual simulation is a systematic method as well as critical process. Intellectual simulation has two main aspects, career development and preparation of future leaders. Organization's ability to well manage itself is associated with preparation for future leaders. And for the internal promotion facilitation of organization career development is an important concept (Ahmad, 2020). Stimulation of change in subordinate's behavior is motivated by intellectual stimulation. For undertaking challenging assignment and for creative problem-solving change is essential. Inducing changing behavior is essential in organizational development as it creates flexibility among followers due to which their performance enhances as well as they have good impact on value commitment. By intellectual simulation subordinates are encouraged to challenge basic assumptions by which subordinates can maintain a basic environment in which continuous learning can take place (Minai, Jauhari, Kumar & Singh, 2020).

Followers are motivated to think in new and creative ways and are emphasized to solve problems on basis of logical sense before taking action and decision making through intellectual stimulation. Followers are challenged to develop different solutions and originate new solutions through intellectual stimulation. Intellectual simulation induces followers to rethink old practices in an original manner. It is dependent on leader's ability to help their followers to make their own decisions in an innovative way. Intellectual simulation is also associated with value commitment (Alsayyed, Suifan, Sweis&Kilani, 2020).

2.3.4 Supportive Leadership

The individualized consideration is the most important and popular characteristic of transformational leadership. However, majority of the literature on individualized consideration focuses on one important component of this construct i.e. supportive leadership (Rafferty & Griffin, 2004). This is responsible for associating the needs and priorities of employees with the organizational goals and development. In this way, the transformational leader helps the employees to achieve individual goals and push them towards organizational goals. These leaders also provide the employees with opportunities of career growth and personal development.

The individualized consideration is also known as appreciation of the follower by the leader and the interest of the leader in the affairs of his followers. These affairs can be work related or from personal life as well. These leaders are interested in the career growth, assess the career needs of followers and train and develop them accordingly. They get happy with the promotions of their employees. The individualize consideration also means that when the leader is giving attention to the employees and interacts with them in a good way. There is no favoritism if the transformational leadership is prevalent. This is a source of motivation for the employees and their performance increases. The fair treatment every employee gets from his leader is the basis for individualize consideration. The moral concerns of the employees as well as the personal needs and desires are also kept in mind (Al-Shanti, 2016).

Transformational leader is someone who inspires subordinates to achieve what others do not expect them to do. Transformational leaders widen and alter the hobbies of followers, and create an understanding and harmony with goals and objectives of the firm. The process through which higher level of motivation and morals are generated in the leaders and followers with the

help of each other, is known as transformational leadership. Morally mature behaviors and attitudes are generated by this type of leadership. It promotes higher level of moral reasoning. There are numerous ways in which transformational leaders impact performance of subordinates or followers as it is not a simple process.

Follower's performance is enhanced in transformational leadership style by motivating followers to transcend interest. Most effective way of leadership is transformational style of leadership by motivating followers while interacting with beneficiaries of work. Meaningful consequences for other people are also drawn in this process as beneficiary contracts are motivated in transformational leadership style. Motivational impacts of transformational leadership are also quite high among teams as well as followers. These positive impacts enhance creativity of employees and motivate high performance of firms (Grant, 2012). Transformational leadership style is a style where center of wellbeing is employee mostly. Followers develop trust in leaders in transformational leadership style which is mediated by positive perceptions of transformational leadership of managers. Employee's psychological well-being is also motivated by transformational leadership style. This is motivated by increased trust in manager and negative impact is found by researcher when lack of trust in managers exists. Individual differences among employees and liking for managers are also important variables in this aspect. But in general, transformational leadership enhances firm performance (Kelloway, Turner, Barling & Loughin, 2012).

Different studies have found out the impact of transformational leadership on the performance of followers and organizations. Transformational leaders create such a leader – follower relationship that stimulates the followers to transform into leaders and converts leaders into moral role models, thus, transforming both followers and leaders (Hoption, Barling&

Turner, 2013). For instance, follower's satisfaction with supervisor is linked with the level to which supervisor display transformational leadership. One important characteristic of transformational leadership is that it stresses on the frequency and quality of communication among organizational employees and thus creating trust-based relationship among them (Nasrolahi, Vosta and Jalilvand, 2014). Transformational leader is someone who inspires subordinates to achieve what others do not expect them to do. Transformational leaders widen and alter the hobbies of followers, and create an understanding and harmony with goals and objectives of the firm.

2.3.5 Personal Recognition

The fifth dimension of transformational leadership style discussed is personal recognition. This dimension is based on the empirical evidences that have shown a strong correlation between transactional leadership and dimensions of transformational leadership style (Rafferty & Griffin, 2004). Empirical evidence indicates that contingent reward is highly positively correlated with transformational leadership, and displays a similar pattern of relationships to outcomes as the transformational sub-dimensions (e.g., Goodwin et al., 2001).

In the current study, researcher uses the term “personal recognition” to capture that aspect of contingent reward that is conceptually related to transformational leadership. Personal recognition occurs when a leader indicates that he or she values individuals’ efforts and rewards the achievement of outcomes consistent with the vision through praise and acknowledgment of followers’ efforts. Thus, personal recognition is defined as: “The provision of rewards such as praise and acknowledgement of effort for achievement of specified goals” (Rafferty & Griffin, 2004, p. 334).

2.4 Relationship of Transformational Leadership and Organizational Citizenship

Behavior

Transformational leadership motivates organizational citizenship by making employees aware of outcomes of tasks, it develops a sense in employees to prioritize organizational motives over own and activates higher order needs of employee (Ghadi, Fernando &Caputi, 2013).Transformational leadership style has gained most importance due to its significance and importance among all leadership styles. Employee's creativity is fostered by transformational style of leadership by creative self-efficacy of employees. Transformational leader tends to enhance creativity of employees in such a way that creative self-efficacy act as mediator. Transformational leadership style is a managerial implication of enhancing employee creativity by motivating knowledge sharing as well. Knowledge sharing is a character of transformational leadership style which promotes creativity of employees (Mittal &Dhar, 2015).

Transformational leadership occurs between leaders and followers as well as between leaders and teams. In some organizations transformational leadership mainly occur between multiple teams. Impact of transformational leadership is mainly positive on employee behaviors as it motivates positive individual perception by promoting job satisfaction among individuals. Transformational leaders are usually individualized in their considerations. Aspirations, abilities and needs of each individual are recognized and developed in such an environment. Transformational leaders adjust their individual inspirational motivation and behaviors are idealized for the achievement of specific goals (Braun, Peus, Weiswweiler& Frey, 2013). Transformational leaders can create significant organizational change by developing higher level of intrinsic motivations and loyalty among followers. Transformational leadership motivates employee's creativity by developing idealized influence in which development of trust and

respect in leaders is motivated. Leaders are willing to sacrifice their wellbeing on behalf of organizational wellbeing in such a setting. Inspirational motivation is set by the leaders for the followers, which seems to be encouraging and attractive for the followers.

Transformational leadership also promotes intellectual stimulation which explains the extent to which followers are motivated by leaders. Individual consideration is also an important component of transformational leadership which promotes encouragement, support and coaching among followers (Sadehgi&Pihie, 2012). Organizational performance is influenced by transformational leadership through dynamic capabilities of learning and innovation. Organizational performance is improved through direct as well as indirect impacts of transformational leadership. Organizational learning and innovation is promoted by transformational leadership structure which enhances performance of organization. There is direct as well as indirect impact on organizational performance through innovation. Positive influence on organizational performance of innovation enhances capabilities of organization (Morales *et al.*, 2012). Extraordinary outcomes in organizational structure can be promoted through transformational leadership styles. Development needs of individual followers are enhanced by paying attention to concerns. Follower's awareness of issues is changed by developing new circumstances. Transformational leadership is motivated to enhance firm performance by developing sense of care among followers for each other as well as for organizational development. Moral, motivation and performance of followers is enhanced in this type of motivation. Follower's sense of identity is connected to collective identity of organization which enhances performance of firm. This is motivated by challenging followers to take greater responsibility for work and align task to enhance performance (Odumeru&Ogbonna, 2013).

Organizational citizenship behavior benefits organization and other organizational members as they are extra role behaviors. Extra role behaviors are not formally considered by reward system and are not obligatory as well. Transformational leadership promotes altruism dimension in employees through OCB. Altruism refers behavior of employees which is associated with helping each other such assisting employee and sharing their work load in guiding new employees in terms of training them. It also motivates sense of courtesy in employees. Performance of employees enhance as they involve in altruistic behaviors due to which performance of firm is enhanced. OCB behavior also helps removing interpersonal tensions among employees (Singh, 2020).

Transformational leadership promotes citizenship behavior in employees in several ways. Three directions through which citizenship behavior is promoted in employees by transformational leadership include employees are convinced to focus on team outcomes and organizational goal rather than focusing on personal interests only. Perception of followers regarding value of task and perception of task is also evaluated by transformational leadership structure. Higher order needs are triggered in workers by transformational leadership structure. In transformational leadership structure followers consider leaders as respected, trusted and admired due to which they consider them role model and act in way best for organizational promotion (Jankowski, 2020).

Transformational leaders impact their followers to achieve task beyond what is essential due to which follower's engagement with work increases and he develops high assurance to achieve the objective associated administrative goals. Through transformational leadership followers are convinced to work hard as they develop confidence, morals, faith and feelings with leaders due to which they will probably involve in OCB which profits organization as whole and

helps in achievement of goals (Ali & Siddiqui, 2019). Transformational leadership structure enhances trust in leaders and commitment with the strategies of leaders which motivates followers to prioritize the interest of organization as compared to individual interest. It motivates the follower's willingness to contribute more towards the goals of organization without the expectation of rewards and it fosters the extra role behavior motivation in followers as well. Transformational leaders establish good communication with their employees due to which organizational commitment is encouraged which promotes loyalty among followers and develops a desire to remain in organization which shows sincerity of followers with the organization. Organizational citizenship behavior is also promoted by organizational commitment which is successfully developed by transformational leaders associated with sense of responsibility towards the vision and mission of organization (Pratama & Putri, 2019).

Transformational leadership has apposite impact on retention of employees through OCB. This relationship is mediated by organizational citizenship behavior whereas communication element between leaders and followers play a moderating role in retention of employees through transformational leadership. A positive and significant relationship between organizational citizenship behavior and transformational leadership exist and similarly a positive and significant relationship between retention of employees and OCB exist. Transformational leadership develops communication between employees and leaders which motivates retention. Employee retention gained from transformational leadership promotes development of a compelling vision for employees, developing problem solving techniques, focusing on goal achievement and having a sense of purpose among employees (Tian *et al.*, 2020).

2.5 Paternalistic Leadership Style

Paternalistic leadership is hypothetically and empirically distinct and shares theoretical foundations with other essential leadership theories, such as transformational leadership (Bass, 1985). According to Cheng et al. (2004) there are two main differences in the conceptualization of paternalistic leadership style and transformational leadership style. First difference is cultural underpinnings of both the leadership style. Paternalistic leadership style is a characteristic of collectivistic eastern cultures whereas transformational leadership represents the values of western individualistic cultures. Secondly, paternalistic leaders develop personal connection with followers which helps them to improve personal, follower and work outcomes at the same time. On the contrary, though transformational leaders give emphasis to personal relationships with followers but their aim is to improve followers' work outcomes (Cheng et al., 2004). Recent studies usually view it as "a style that include discipline and authority with fatherly benevolence", regardless of various explanations explained by various authors over a period of time and cultures" (Farh & Cheng, 2000, p. 91). Different studies have revealed that paternalistic leadership involves three dimensions; authoritarianism, benevolence, and morality (Aycan, 2006b; Farh, Cheng, Chou, & Chu, 2006). Paternalistic leadership induces behaviors in employees such as respect, admiration, gratitude liking or fear. Emotions induced by paternalistic leadership are most likely to remain at interpersonal level, emotions which are related to direct leader as compared to whole organization. Paternalistic leaders provide care to their follower in their work as well as personal life. Attention in paternalistic leadership is more of individualized care. In paternalistic leadership style motivation, identification, commitment and high performance are induced in followers (Aycan et al., 2013).

While measuring impact of paternalistic leadership style it is important to consider all three dimensions. Each dimension of paternalistic leadership style is related to subordinate's in-role and extra-role as rated by the leader in terms of performance. Authoritarianism in paternalistic leadership style is positively related to in-role performance of employees whereas negatively related to extra-role performance of employee. Benevolence and morality both are related positively to in- role as well as extra-role performance of employees (Zhang, Huai&Xie, 2015).Affective trust is an important component of paternalistic leadership style. Personal bonding and sharing creates positive affect between two people and affective trust is related to such a bond. A strong sense of sharing new ideas and concerns is motivated where affective trust exists without a sense of being ridiculed. Paternalistic leadership promotes personal life inclusion, affective attachment and deference to supervisor. Communal sharing and social exchange are promoted from personal life inclusion and affective attachment while power difference by authority inherent in a relationship is reflected by deference of supervisor (Oner, 2012).

Paternalistic leadership is associated with moderating role of trust in leaders from employees' side and to also maintain ethical environment in organization. Moderating role played by the trust is between paternalistic leadership and ethical climate of organization as trust promotes such an environment which is ideal for growth, creativity and learning. Paternalistic leadership creates a sense of responsibility in employees of company and motivates them to behave in a way to care for customers, community and others. It is also positively related in implementing and promotion of company rules in a healthy way (Otken&Cenkci, 2012). Paternalistic leadership is a type of leadership where leader act as a father. Wellbeing of employee is being considered as first priority of leader. Paternalistic leadership does not mean

leader will always be polite and kind even in wrong act he turns harsh and scolds' employees in such a situation. Paternalistic leadership however is successful in promotion of work motivation, job satisfaction, innovative behavior and commitment of employee to organization (Anwar, 2013).

Performance of organization is an important concern for most of the researchers and is being analyzed to measure the impact of paternalistic leadership on organizational performance. Knowledge sharing is also an important component of leader follower paternalistic relationship. While analyzing channel for this investigation it is important to consider all three dimensions of paternalistic leadership. Results indicate that authoritarian leadership is negatively related to employee voice and positively relation between employee voice and moral leadership exist. This positive relationship is observed to be stronger when level of information sharing among employees is higher (Chan, 2014). Individual and organizational characteristics also have significant impact on paternalistic leadership impact. Authority orientation existing among employees is essential so that they can respond to the paternalistic leadership properly. Identification, compliance and gratitude of employees associated with this feature. Subordinate's endorsement of value is also of prime importance in this aspect. Subordinate's dependence on leader for the resources is also of prime importance. Authoritarian and benevolent leadership tend to have strong impact when subordinates are highly dependent on leaders for resources. Involvement of material factor is very important for radiant moral glamour. Moral leadership can have more impact on subordinates as compared to extrinsic factors. This concept may moderate the relationship between authoritarian and benevolent and moral dimension of paternalistic leadership character (Wu & Xu, 2012).

Paternalism is a cultural characteristic. It is very familiar in organizational contexts and is formed to re-moralize the work place as paternalism predominantly exists among the countries of Asia, Middle-East and Latin America (Aycan, 2001). According to Yang (2000) emic or local behaviors that are matchless and are only appropriate in a specific cultural situation comprise general behaviors that are applicable across culture and are embedded in transformational leadership from west and paternalistic leadership from the east. As professed by subordinates each establish an obvious leadership style and particular individual styles i.e. transformational leadership shows personal charisma & intellectual inspiration and paternalistic leadership shows authority, control and image building (Bass, 1985; Farh, Cheng, Chou, & Chu, 2006).

In last few decades, it has been widely researched that whether all leadership theories and styles are applicable round the globe or not. The researchers and academicians are keen to know if the leadership theories are not implemented equally on all regions in the world. However, they have come to a conclusion that different cultural contexts have been responsible for new and different leadership styles. One such leadership style that has gained importance because of the cultural context specified with some regions in world is paternalistic leadership. The studies on leadership focuses on the leader's styles as well as the characteristics and behaviors of the followers. The paternalistic leadership successfully describes the multi-cultural contexts and leadership styles (Chou et al., 2015; Ünler&Kılıç, 2019). According to cultural orientations and cultural environments, the followers have some sort of expectations from the leader but these expectations are implicit most of the times. These expectations can have a significant impact on the emotional and cognitive states of the followers and other work-related behaviors as well. For instance, in a high-power distance culture, a subordinate might interpret leader inclusion into nonwork domain as acceptable. Positive affectivity is triggered by this interpretation and it has

an influence on commitment and satisfaction of employees. However, in the cultures, where the power distance is low, the same behavior is considered and perceived as intrusive and disturbing creating negative affectivity in the individuals. In such cases the level of commitment and satisfaction can be decreased.

Some researchers say that paternalistic leadership is abusive and somehow coercive (Aycan, 2015). As defined by Farh and Cheng (2000) as “combined strong discipline and authority with fatherly benevolence and moral integrity” (p. 84).Aycan (2006) defined the term as “the role of the supervisor for providing care, protection, and guidance to the subordinate both in work and non-work domains, while the subordinate, in return, is expected to be loyal and deferential to the superior”(p. 446). Earlier in literature, the autocratic dimension of paternalistic leadership was focused and other dimensions were not discussed. Therefore, the construct is not very clear and have some conflicting definitions and understandings.

There are two main models of paternalistic leadership styles that can shed light on it. One is proposed by Farh& Cheng in 2000 and the other one is given by Aycan in 2006. According to the first model, there are three main elements of the paternalistic leadership; authoritarianism, benevolence and moral leadership. The authoritarianism can be explained as the absolute power that a leader has over his subordinates and the control and directions they can give to followers. The subordinates should be obedient and loyal with their leaders. Benevolence is the caring nature of the leader that he has for the followers. Due to this caressing, the leaders are responsible for maintaining the well-being of the followers and also a personal relationship with them. The personal relationship implies that leader has a personal attachment and association with the follower beyond the work relation and leader is concerned about the family and personal issues of followers. The moral leadership is the authentication of the leader and it includes the

selflessness and self-cultivation. Thus, congruence is created between the leaders and subordinates. The second model states that there are five dimensions of the paternalistic leadership (Aycan, 2006). These dimensions are explained below.

- Paternalistic leaders try to create an atmosphere which is family-like in nature and such leaders behaves as a father to their followers.
- Such leaders maintain close relationships and also maintains association at individual level rather than group levels. They try to know the personal issues of followers that can be related to personal lives, family etc. They are not bound to only work-related issues.
- They get involved in the non-work events as well. These events may include funerals, wedding ceremonies and family events. They also provide financial assistance to followers in times of need.
- In exchange of all this, these leaders expect loyalty and obedience from subordinates. They also expect that the employees will give importance to the work and jobs and hence will handle emergency situations.
- Such leaders maintain an authority and status gap. They expect the subordinates to behave accordingly. They give an importance to the rankings and designations (Aycan, 2006; Ünler & Kılıç, 2019).

Paternalistic leadership is prevalent in the South Asia, Middle East, Latin America and Pacific Asia. According to Hofstede, the cultures where collectivism and high-power distance exists, the paternalistic leadership is famous. These leaders are sympathetic, loving, protecting and caring towards their leaders. They get themselves involved in the personal affairs of their subordinates. All this is possible in the collectivist cultures. As far as followers are concerned, they consider the leaders as surrogate parents who are caring and have a high-power distance

with them. This implies that there is a power inequality in such relationships. People living in China, Pakistan, India, Sri Lanka, Mexico and Japan accept the paternalistic leadership. Paternalism is prevalent in regions where there are roots of feudalism. Such countries have to take care of their citizens and protect them as paternalistic leaders do (Aycan, 2015). Some countries like Turkey have high power difference but human oriented as well. The basic traits are altruism, kindness, love, compassion, generosity and benevolence. In such environments, the employees are more focused towards the job and work-related duties. Same as the paternalistic leadership, Chinese culture has a trait known as “Guanxi”. It can be defined as the relationship between different individuals that stands on principle of mutual interests and benefits (Yang, 1994).

There are three basic dimensions of Guanxi that are in congruence with the paternalistic leadership. The first dimension is affectivity. The supervisors can increase the affectivity level with their subordinates by enhancing social ties, social activities and maintaining good relationships. According to different researchers, the paternalistic leaders are always in a good tie with their followers. There are a lot of social transactions within the paternalistic leader and his subordinates. The second dimension of this quality is reciprocity in exchange of favor. This implies that leaders expect the followers to be loyal and obedient. The subordinates feel an obligation towards the leaders as they receive favor from the leaders. These mutual obligations are source of strengthening the ties between leader and subordinates. The third and important dimension is the inclusion of personal-life. This implies that to how much extent, the leader and subordinates are involved and concerned about each other's personal and family-life (Zhai, Lindorff, & Cooper, 2013). This dimension of Guanxi and paternalistic leadership is associated with the individualistic relationships between leaders and subordinates. These dimensions and

concepts are not applicable to all regions of the world. Rather, there are some variations depending on cultures and regional differences.

The people of Asia are following Confucian philosophy. This implies that people follow male-oriented views and they believe in authority, hierarchy, control and responsibility on employees (Cheng al., 2014). In turkey, Ottoman culture is followed in which the Islamic rules are emphasized. People of Turkey follow humanitarian values and high power-distance (Song, 2016). There is a relationship between paternalistic leadership and affective commitment. Several researchers have found this association to be positive because there is a direct relationship between the benevolent attitude of leader and employee attitude. There is a theory known as implicit leadership theory that sheds light on the different perceptions and attitudes of employees. This explains that there is a difference in perceptions of employees regarding the general behavior of leaders and the expectations from them. If there is a huge gap between the leader prototype and the actual manager (as person), the leader will not become an ideal leader in eyes of followers. If this gap is less, then it is more likely that leader is an ideal leader. These perceptions are also affected by the cultural differences and norms. The expected characteristics of the prototypes can have variance in different cultures. For an example, in the cultures, that are collectivist in nature, the subordinates expect more care and protection from leaders and they want their leader to get involved in their personal lives and share their personal issues. They want support in their job as well as individual lives. If their leader does not meet these expectations, they consider him ineffective. In Turkey, paternalistic leaders are preferred because they are more considerate and supportive towards the followers. In turn, the leaders expect respect and obliged behaviors from subordinates.

According to some researchers, there is an emotional association between the paternalistic leader and his subordinates. A reciprocity is created in the minds of the subordinates when the leader is highly concerned about them. And in this way, the job satisfaction and commitment increase. The subordinates of paternalistic leaders are always good at self-identification, emotional stability and enhancement of their own's need. These subordinates are attached with the organization. They perceive the organization as their family and they do not consider it as a company. Researches in South Africa also shows the same results (Irawanto, Ramsey, Rochman, & Rosita, 2016;Veloen, 2016). Research in Brazil showed that the subordinates of paternalistic leaders experience less work-family conflict and increased levels of affective commitment (Meyer, 2016). They are more committed towards organization and achieve the goals quickly. The paternalistic leaders create a family-like environment in which the well-being of subordinates is enhanced (Deng, 2016; Ünler&Kılıç, 2019). In Turkey, the paternalism is prevalent in the supervisor-subordinate relationships. This is because the paternalistic leadership increases affective commitment. There is a culture of harmony and paternalism in Turkish society. According to some researchers, the paternalism is also defined as when the person in authority is supposed to act like a parent to his subordinates.

The people in such cultures are risk averse and do not love to take risks. Paternalistic leaders support their followers and protect them like a parent. Subordinates trust their leaders like children trust parents. There is another type of paternalistic leadership which is exploitative in nature and there is less emphasis on follower's benefits and well-being. In benevolent paternalism, the focus is on the well-being of employee while in exploitative paternalism, the main focus is to achieve the organizational goals and less attention is paid to employee's well-being. The leadership and management style has been considered as an important psychosocial

work environment issues that are researched and studied all around the world. The supervisor's attitude and behavior can have a significant impact on the employee's well-being and hence the leadership can be of core importance. This does not matter that leadership is positive or negative, but it has a significant impact on employees and organizations (Cetin et al., 2017).

2.5.1 Authoritarianism Leadership Behavior

Authoritarianism refers to that behavior of leader in which he exerts authority and control and requires unconditional and absolute compliance from his subordinates. Benevolence dimension of paternalistic leadership refers to the way in which a leader gives a personalized care, attention, guidance and individualized concern to his subordinate's personal and family life.

Authoritarian leaders are considered as dictator leaders who mostly try to exert power on their subordinates. They try to practice control over their subordinates, conformity in absolute sense is expected by such leaders and they punish their subordinates when they do not act in the way they instructed. Authoritarian leaders may be engaged in manipulative behavior in which they practice only commanding and does not care about rights of subordinates. Productivity of organization is likely to reduce in such circumstance's employees develop feelings of distrust, uncertainty and fear (Gumusluoglu, Karakitapoglu-Aygun & Hu, 2020). Assertion of absolute control and authority over subordinates and demand of unquestionable obedience is known as authoritarian leadership.

Authoritarian leaders try to pursue centralized decision making for which they practice power and try to achieve operational efficiency. Authoritarian leadership is actually a dimension of paternalistic leadership which is rather a rigid form of father like character of leader who tries to practice maximum control. Such leaders try to achieve efficiency maximization with practice of power without damaging individuals (Bodla, Tang, Dick & Mir, 2019). Behavior of authority

and control by leader may develop feeling of fear, reverence and owe in subordinates as result of whom they may show attitudes such as deference, loyalty and compliance. Better performance may result as use of power and authority due to the higher degree of conformity and reduced performance expectation ambiguity. Negative affective states in subordinates may be introduces due to the use of power such as anger and anxiety, which tend to reduce performance of subordinates (Hiller, Sin, Ponnappalli & Ozgen, 2019).

2.5.2 Morality Leadership Behavior

Morality means that the paternalistic leader possesses superior personal values and virtues and acts as an exemplar for his followers. It also consists of selfless and superior moral character and integrity which lets followers to identify them with their leaders (Chen,Eberly, Chiang, Farh, & Cheng, 2014; Pellegrini & Scandura, 2008). Integrity and unselfishness are demonstrated by moral leaders. Moral leaders are regarded as role models by subordinates as they treat them fairly and avoid such activities which involve taking advantage of them. Moral leaders are mostly willing to sacrifice their own benefits and value collective and follower's benefits more due to which followers show compliance out of respect for such leaders. An ethical climate is cultivated by moral leaders in which they group interest is valued more in place of personal interest or gain (Lin, Cheng & Chou, 2019).

Moral leadership mediates social bonding of employees which has positive indirect impact on employee's compliance. Rights of employees to participate in organizational activities and to voice their opinions which enhance their participation sense is respected by the moral leaders. Employees feel obligated to actively participate in growth of firm when moral leaders show loyalty and demonstrate duty and moral obligation. Thus, commitment of employees to support organizational success is enhanced by moral leaders (Fenget al., 2019). Morality

dimension of paternalistic leadership has very strong connection with ethical climate of organization. Behavior of leader associated with moral attitude is linked to discipline, kindness, honorable kindness and unselfishness. Subordinates emulate moral attitude of leaders when they continuously demonstrate moral values. An ethical business climate in organization is maintained by the high morality of leaders which is followed up of followers (Mentari & Santoso, 2020). Moral leadership is positively associated with exploitative innovation in organizational structure. Admiration and identification is introduced by subordinates through moral leadership but relationship characterized by high LMX is not induced in subordinates through moral leadership (Hou, Hong, Zhu & Zhou, 2019).

2.6 Relationship of Paternalistic Leadership and Organizational Citizenship Behavior

Organizational citizenship behavior is affected by paternalistic leadership through LMX which is leader-member exchange. It is a two-way interaction of leader and follower relationship. In general, there is a positive impact of all three dimensions which are authoritarianism, benevolence and morality on organizational citizenship behavior. In some cases, authoritarian leadership may have negative impact on organizational leadership behavior whereas morality and benevolence are always positively related to it (Tang & Naumann, 2015). Paternalistic leadership style is found to have positive impact on organizational citizenship behavior (OCB) through job dedication and organizational support. Paternalistic leadership style has an enhancing impact on OCB in collectivistic oriented societies rather than individualistic oriented societies. Collectivistic cultures have more acceptability for paternalistic leadership and have positive out in terms of OCB as it has characters such as conformity, higher responsibility for others and high interdependence between individuals (Erosy et al., 2012).

Organizational citizenship behavior is mainly associated with employee's identification of role in work group, supervisor and organization. Paternalistic leadership is considered to motivate this behavior. Relationship of paternalistic style of leadership on organizational citizenship behavior is thus considered to be positive (Alabak, 2016). Organizational citizenship behavior is affected positively while workplace deviant behavior is affected negatively by paternalistic leadership behavior. This positive effect is motivated by job satisfaction among employees which is derived through paternalistic leadership behavior. Paternalistic leadership behavior drives positive attitudes among employees such as trust, knowledge sharing and compliance with organizational goals which can be considered as citizenship behavior (Deng & Chen, 2013).

Paternalistic leadership is prevalent style of leadership in business organizations. Paternalistic leadership has unique and significant responses of subordinate's response. Subordinate responses have interaction between all dimensions of paternalistic leadership which include morality, benevolence and authoritarianism. A moderating effect is played by authority orientation between paternalistic leadership and subordinate responses (Cheng, Chou, Wu, Huang & Farh, 2004). Innovation is also an important component motivated by paternalistic leadership style. We will consider exploitative innovation in this context which is more of related to efficiency, implementation and refinement of current skills and exploratory innovation which is related to impact of introduction of new products, separately. Authoritarian dimension of paternalistic leadership is negatively related to exploitative innovation while it positively moderates the effectiveness of exploratory innovation. Both exploitative and explanatory innovations are positively related to benevolence dimension of paternalistic leadership. In some

cases, effectiveness of exploratory innovation is negatively moderated by benevolence (Fu, Li & Si, 2013).

Effective leaders are those who can successfully enhance follower's intrinsic motivations that improve their performance related to task as well as extra role performance. Organizational citizenship behavior of employee is motivated both by intrinsic as well as extrinsic motivations. A sense of belongingness, which is a perception developed by the employees as self-concept regarding the organization in which they work, is need to be developed in paternalistic leadership which is known as organizational identification. This organizational identification behavior is motivated by trust in leader which is result of paternalistic leadership. Ultimate result of this loyal and trust worthy employees (Goncu, Aycan& Johnson, 2014).

2.7 Work Engagement

Work engagement has been described as one of the positive aspects of human psychology and researchers and practitioners have been studying work engagement with great attention. Work engagement (also called employee/personal engagement) has been studied by many different scholars and defined accordingly (Saks, 2006). Although different scholars have tried to define the concept but it was first introduced and defined by Kahn (1990).He defined work engagement as the application of one's true self on the tasks and activities that have been assigned to him/her on the job. When employees are given suitable environment, they apply all their energies, physically, mentally and emotionally, they submerge themselves in their work and dedicate themselves to its accomplishment (Sandell,2012).

On the other hand Schaufeli, Salanova, González-Romá, and Bakker (2002) define work engagement as the “positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption” (p. 74). Unlike Kahn's (1990) observation of work engagement

which view engagement as a transitional state of mind. Schaufeli et al. (2002) view engagement as unrelenting and omnipresent affective-cognitive condition with no regard for any specific or stand out object or event. Vigor is the passion, high level of energy, readiness to apply efforts and determination to perform one's task in the face of difficulty. Dedication means the level of importance attached to one's task/role, immersing in work, showing interest and feeling proud of what one does. Lastly, absorption is fully concentrating on the task and feeling addicted to one's task to the extent that a person finds it difficult to keep himself away from it (Schaufeli et al., 2002). This view of engagement given by Schaufeli et al. (2002) is most commonly used to define the concept in work engagement literature (Bailey et al., 2017).

Work engagement is getting attention since last three decades because engaged employees are now considered as an asset to the organization and they can increase the productivity and can be of great help in achieving the targets and goals of the organization. If the employees are vigor, dedicated and absorbing, they are usually referred to as engaged employees. The work engagement induces positive energies in to the employees and they become enthusiastic and energetic. Work engagement makes the employees immersed into their work. Kahn's work named as "Psychological Conditions of Personal Engagement and Disengagement at Work" in 1990 first used word engagement (Kahn, 1990). This paper is the most important paper up till 2000 in the history of work engagement. The work engagement started to gain attention in field of psychology when the researchers decided to study the mental wellness instead of focusing on negative energies and mental illnesses.

This approach started from the idea that worst things can be repaired in the life however there must also be a focus on the building up the positive qualities. After introduction of this approach, the concept of work engagement is the building block in different fields like

Psychology, Human Resource Development, Organizational Behavior and Management (Bakker & Demerouti, 2014). There are different factors that are responsible for the enhancement of work engagement and there are a lot of implications of work engagement. Social support, feedback related to performance, personal factors, job related factors and autonomy have a significant impact on work engagement (Simbula et al., 2013). Work engagement has been the most widely researched topic in different industries and different organizations including the educational institutions as well (Cadez, Dimovski, & Groff, 2017; Frenken, Heimeriks, & Hoekman, 2017). There are different antecedents of the work engagement including proximal factor's influence and the distal factor's influence. The proximal factors include job resources which can be defined as those aspects of the job that can be categorized as physical, social or organizational and can decrease the physiological or psychological stress related to job, helps in enhancement of personal development, growth and learning. The main examples are support from supervisor, coaching from supervisor and feedback of the performance (Bakker & Demerouti, 2014).

The distal factors are also known as contextual factors and these factors includes the organizational context factors like the environment of the organization, climate of the organization, restructuring and re-engineering of the management and processes. It also encompasses the psychological factors and all of them have a significant impact on the work engagement of the employees. In past, researchers have studied the distal factors like leadership and environment of the organizations and how these factors affect the work engagement (Albrecht et al., 2015). Most of the scholars have studied the proximal factors and some of them have studied distal factors like leadership, career development and culture of organizations to check the association with work engagement (Tauheed et al., 2018). Work engagement is sometimes referred to as the favorable condition for both individuals and organization and it can

enhance the performance of both. The employees that are engaged are the ones that have an emotional, physical and cognitive connection with their work.

There are a lot of psychological aspects in the work environments that includes the negative psychological states of the employees and positive psychological states. The positive thoughts, behaviors, emotions and cognitions should be studied so that emotional state of employees can be assessed. Therefore, researchers are now shifting focus on the positive psychology of the employees. Positive psychology, according to Luthans (2002, p. 698), is “the study of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement in today’s workplace”. Today, most of the organizations have different work engagement programs and techniques that are adopted in order to enhance the work engagement levels of employees. Some modern organizations are also using surveys and exploratory questionnaires so that a plan can be identified and executed to engage the workforce (Alqarni, 2016). There are a lot of contributors of job satisfaction and several among them are associated with work engagement. An organization can achieve optimal levels of employee engagement if they promote different aspects related to workplace and job satisfaction. If the workforce is getting ideal circumstances to work, they can pay full attention to their work and hence productivity can increase (The Society for Human Resource Management, 2016).

There are several trends that has been the focus of attention while studying work engagement. One of the popular trends is that work engagement can differ depending on human beings and it also varies according to time and situations (Bakker, 2014). The daily work engagement and weekly work engagements are isomorphic in nature which implies that they do not change when a general and fluctuating phenomenon are studied in comparison. The daily

work engagement is defined as all the dedication and absorption that an employee puts in his job on daily basis. There are general as well as fluctuating levels of engagement that can be affected by the human resource practices.

The concept of absorption is that how immersed an employee is in his work-related duties and intensity of this immersion. Such employees that have higher levels of absorption are not easily distracted and they are deeply engrossed. The concept of attention is based on the levels of concentration that are invested by the employees. They have some specific levels of cognitive energies that employees possess (Eldor, 2016). Work engagement is always a desirable condition for the organizations and management. It always has a purpose that is aligned with organization's goals and objectives.

Work engagement is a source of employee's involvement and brings passion, commitment and enthusiasm in the employees. The employees that are more engaged have focused energies and efforts. They cannot be distracted easily. So, the work engagement has two main components; attitudinal and behavioral components (Macey& Schneider, 2008). The work engagement is also referred to as the discretionary efforts of the employee and a specific in-role or extra-role efforts or behaviors of the employees. According to different researches, work engagement is a broader and aggregate construct that is multi-dimensional in nature. There are several types of engagement like trait engagement, state engagement and behavioral engagement. The complete engagement is encompassed by the different conceptualizations. Trait engagement is related to positive affect and proactive personality. Psychological empowerment and more job involvement are related to state engagement and proactive behavior with initiatives is behavioral engagement (Eldor, 2016).

Work engagement can be defined as work related state of mind which is fulfilling and positive and is characterized by dedication, vigor and absorption. Vigor character explain full with energy, dedication is related to strong involvement in work and absorption dimension is associated with fully concentrated and happily engrossed in work activity. These are the main characters of engaged workers.

Most important predictors of work engagement are job and personal resources. When employees are confronted with high job demands these resources become more salient and gain their motivational potential. Work engagement is directly associated with construction of health and well-being of individual, positive job related attitudes, job performance and extra role behavior. HRM strategies can be used to enhance work engagement which enhances performance of employees (Bakker & Schaufeli, 2015).

Work engagement has three main dimensions which are emotional engagement physical engagement and cognitive engagement. Emotional engagement is related to how employees feel about working conditions of organization, its leadership structure and relationship and organization as a whole. Cognitive dimension is related to belief of employee regarding organization and physical dimension is associated with energy that employees physically exert to accomplish the task. Innovation is the only dimension of culture which influence all three dimensions of work engagement. Physical dimension is influenced by competitive culture. Emotional dimension is influenced by social responsibility stability in culture. Cognitive engagement dimension is associated with performance orientation of culture (Barbars, 2016). Some researchers suggest that job satisfaction is entirely a different concept from job engagement because job satisfaction is a passive form for well-being of an employee. While, work engagement has been a combination of vigor, high pleasure and activation. It implies that

the degree of energy that is related to the work engagement is far greater than the satisfaction (Oliveira & Rocha, 2017).

2.7.1 Integrated Strategic Engagement Model

One of the popular models of work engagement is known as integrated strategic engagement model that explain the effect of the organizational level variables on the work engagement. Not only organizational variables, but the job context and individual factors related to motivation and psychology also affect the work engagement (Albrecht et al., 2015). There is another very important model of work engagement known as ability-motivation-opportunity model. This model helps us to understand the influence of HRM practices on the work engagement. This implies that human resource management practices have a clear impact on the work engagement and literature is supporting it (Saks & Gruman, 2017). Nowadays, HR is trying to incorporate the engagement practices into the HRM practices of selection, orientation, performance management, development and trainings and benefits (Arnold & Simon, 2018). Now, researchers are paying attention on HRD and work engagement. Work engagement can be defined as the enthusiasm for the work or passion and energy with which the employees carry on their job-related duties. The more involved the employee is, more engaged he is. The work engagement is also referred to as the affective commitment an employee has with his work. The engaged employees are satisfied employees. Another definition of work engagement is “individual’s involvement and satisfaction with, as well as enthusiasm for, work”(Harter et al., 2002, p. 269).

Kahn (1990) originally defined work engagement as “the harnessing of organization members’ selves to their work roles, by which they employ and express themselves physically, cognitively, and emotionally during role performance” (p. 694). There are different aspects of the

work engagement like dynamic, psychological and dialectical. The physical aspects of work engagement are referred to as the physical effort that employee puts in his work that he does for his organization. There is another aspect that is related to emotions. The emotional aspect covers the emotional energies, and feelings of the employees when they try to meet their roles and work for the organization. Then comes the cognitive aspect that deals with the cognitions, vigilance and attention of the employees (Eldor, 2016). According to the research, work engagement can be defined as the combination of cognitive, psychological and physical energies in a work role. It is a holistic expression of energies of employee and concept rooted in to the motivation. This is also known as Kahn's seminal theory on psychological engagement (Kahn, 1992). Rothbard (2001) defines work engagement as "one's psychological presence in or focus on role activities" (p. 656). There are two main ingredients of the work engagement that are absorption and attention.

2.7.2 Vigor

The vigor can be defined as the higher energy levels, persistence and the resilience even if work becomes problematic or individual faces an issue in his work environment. Willingness of employees to exert efforts and to persist in difficult times is associated with vigor dimension of work engagement. Vigor is also characterized by high level of energy in employees. Vigor is not momentary or specific state. It is also associated with mental resilience of employees during working (Molero *et al.*, 2020). Vigor character is associated with engaged and proactive person at work. Vigor is associated with discretionary effort of a person related to person who is willing to go an extra mile along with the willingness and physical energy to perform a task. Vitality is one of the key elements associated with vigor which is energy available for one's ownself to perform a task. Interest and aliveness are of key importance as it triggers positive effects

associated with work task performance which enables physical energy in a person to perform a task (Vassos, Nankervis, Skerry&Lante, 2019).

Vigor component of work engagement is associated with feeling enthusiastic though endurance of mind of a person through working. Vigor is characterized by high level of energy and willingness of employees to give their best output in job performance. Vigor element dictates perseverance when an individual faces a problem (Xiong & Wen, 2020). Investment of consistent efforts in job together with mental resilience and energy is known as vigor. Vigor dimension prepares employees to show high level of persistence in their work environment when investment in actual work is done. Motivation is a very important component of vigor which is related to strength of doing a task. Vigor is often determined by motivational theory which clarifies the motivation and resistance element in performing of a task (Knight, Patterson & Dawson, 2019).

2.7.3 Dedication

Dedication can be explained as the enthusiasm and meaningfulness when an employee is working. It can also be known as the pride an employee finds in working. Sense of significance in one's work is associated with dedication dimension of work engagement. Dedicated workers consider their assigned tasks and goals they have to achieve as challenge. Dedication is associated with seeking inspiration and feeling proud with the work challenges assigned to a person. It is also relevant to feeling enthusiastic. Dedication is persistent and pervasive behavior of individual associated with work engagement (Gilletet *al.*, 2019). Dedication is associated with commitment of an individual related to work engagement. Individuals want to perform higher as they are enthused about the mission of organization, organization and their ability to make contribution towards the achievement of team goals. Dedicated employees feel effective and

value as they have venues and opportunities associated with employee contribution to make difference. Dedication is also associated with self-efficacy due to which employees are willing to undertake challenging task (Wang, 2020).

Dedication dimension of work engagement is associated with strength of engagement of person in his job. Inspiration and pride are essential value components of dedicated workers by which they are more indulged in their work. Dedicated employees feel a sense of inspiration and enthusiastic which enables to deal with the challenges (Lau, 2020). Dedication is associated with high involvement of an individual in his job after being inspired and feeling enthusiastic. Derivation of significance from work by an individual which enables them to feel proud and enthusiastic and helps to develop inspiration from his job is related to dedication component of work engagement. Dedication also proves a job challenging for a person due to which they are willing to invest more (Rana, Pant & Chpra, 2019).

2.7.4 Absorption

Absorption is the concentration levels, happiness and the involvement in the work. The more absorbed an employee is, more difficult it becomes for him to detach from his work and his time passes very quickly. Optimum state of experience related to focus attention on the work task assigned is also an important component of work engagement known as dedication. It is related to effort less concentration and a clear mind which enables a person to focus more carefully on a task assigned. Dedication is associated with intrinsic enjoyment a person feel while performing a task and is related to loss of self-consciousness, distortion of time and complete control of an individual over work goals. It is cognitive state related to work event (Juwita, Tentama & Yuliasesti, 2019).

Work engagement of a person in his task to a level that he is engrossed in it is related to absorption dimension. Absorption is based upon inherent interest of an individual built upon intrinsic motivation. Absorption is related to performance of work task in best possible way. Optimal experience that a person gains from performing a task also known as flow is known as absorption. When a person experiences full absorption in task he also experiences detachment from environment (Ahmad, Saffardin & Teoh, 2020). Absorption is related to happily performing a task with full concentration. Employees who feel themselves absorbed in their work consider themselves able to deal well with the demands of their work. Energetic and effective relationship of employees is associated with their work activities based upon absorption dimension of work engagement (Patrick & Mukherjee, 2018). Absorption is associated with high degree of concentration in one's job that individual feels detached from the surroundings. Absorption is related to consciousness and being engrossed in a task assigned that person feels lack of conscious awareness of time spent in performing job (Plessis & Boshoff, 2018).

2.8 Relationship of Work Engagement and Organizational Citizenship Behavior

There is a lot of research on antecedents and consequences of work engagement. The consequences are supposed to be positive all the time and there are several positive outcomes like increased productivity, individual and organizational performance. The employee who is engaged tends to invest in their development whether cognitive or physical. They are also emotionally developed and they are among the superior performers. They are truly hard working, focused, attentive and emotionally attached to their work roles (Bakker et al., 2014). When it comes to extra-role behaviors, engaged employees are at higher levels and they usually perform duties that are beyond their work roles. When it comes to antecedents, it is categorized to be dependent on individual characteristics as well as work characteristics. According to Job

Resource Model, there are personal resources and job resources that can result in work engagement. Job demands can result in exhaustion and burnout both of them are opposite to work engagement. Personal resources can be explained as self-assessment of employees that are positive. Such individuals can affect the environment in a positive way and thus can contribute to goal achievement. They can also control the environment. The personal resources can help in achieving motivation, satisfaction and work engagement. In previous literature, self-esteem, self-efficacy and optimism are said to be the antecedents of the work engagement (Oliveira & Rocha, 2017; Bakker et al., 2014).

Work engagement is studied under the organizational psychology, organizational behavior and literature regarding engagement. Work engagement is usually referred to as the antonym of the job burnout. A positive work-related mind state that is also fulfilling in nature is the work engagement. It is absorbing, dedicated and vigor in nature. The employees that are more engaged are healthy and their wellbeing is at higher levels. Work engagement has several positive organizational outcomes. This is not only the increase in financial statistics like gross revenues, sales and profits but also the growth, reduced turnover, higher job satisfaction, increased commitment and performance. The higher levels of work engagement are associated with the higher task performance, higher rankings of safety, more control of the job and higher LMX quality (Eldor&Harpaz, 2016).

As work engagement has been defined differently by a variety of researchers therefore some researchers believe that this construct offers nothing new and is a new name for some already defined variables e.g. organizational commitment, OCB and job involvement (Ariani, 2013; Saks, 2006). However, Ariani, (2013) and Saks (2006) argue that work engagement may overlap with these variables to some extent and it is distinct and unique in its conceptualization.

They argue that organizational commitment is an employee's attitude of degree of acceptance of an organization's goal and its values and to what extent he feels attached with his organization. Whereas engagement is not an attitude instead it's an affective-cognitive condition of employee. Work engagement is also different from OCB as the former focuses on roles that are part of an employees' job description (Saks, 2006) whereas OCB relates to those roles and behaviors which are discretionary and are not part of formal job description (Podsakoff et al., 2009). Likewise, engagement is also different from job involvement as latter is considered as the cognitive application of one's abilities whereas engagement involves not only cognitive but also of one's physical and emotional abilities and skills. Therefore, the researcher concludes and states that work engagement is a distinct and unique construct that has its own conceptualizations. Some researchers have shown that job performance (Breevaart, Bakker, Demerouti, & Van Den Heuvel, 2015), organizational citizenship behavior (OCB) (Ariani, 2013) and productivity of employees (Hanaysha, 2016) are directly and positively associated with work engagement. In this era of intense competition, work engagement can be a source of competitive edge for the organizations. Therefore, researchers and academicians are interested to study the work engagement and how it can gain competitive advantage for the organizations.

Work engagement is positively associated with organizational citizenship behavior. Work engagement is correlated positive towards both levels of OCB, which is towards organization as well as towards individual colleagues (Ashfaq & Hamid, 2020). Work engagement influence employees to perform better as well as they develop favorable behaviors towards organization, which include lower turnover intention and better performance commitment (Saks, 2019). Employees behave in organizational social and psychological perspective as contextual performances of employees are enhanced when they put in their energy in performing

organizational tasks. As engaged employees work more enthusiastically and invest more energy in work tasks. Employer is facilitated by discretionary behavior of employees which show more work involvement. Engaged employees thus enhance OCB (Ahmed, Hameed&Mahmood, 2016). Work engagement which enhances work attitudes of employees such as experience of job meaningfulness, knowledge of work results and responsibility sense for work outcomes. Positive employee attitudes which motivate organizational citizenship behavior include internal work motivation and job satisfaction. Work outcome which are influenced by OCB are high job performance and lower employee turnover.

The antecedents of positive organizational citizenship behavior and work engagement are perceived organizational support, characteristics of job, perceived supervisor support, procedural justice, distributive justice and rewards and recognition. Relationship between job resources such as social support and job control and job performance is mediated by work performance (Krishnan, Ismail, Samuel &Kanchymalay, 2013). Work engagement develops individuals who exercise influence over events that effect their lives as engaged employees are self-efficacious and highly energetic. Energetic employees which are engaged in work are thought to reflect positive attitude, create their own positive feedback through success, recognition and appreciation. High quality performance standards are seen in engaged employees. Engaged employees are focused towards achievement of organizational goals. Work engagement is positively associated with organizational citizenship behavior as engaged employees are motivated to work harder (Murthy, 2014).Engaged employees are the resource of an organization that help an organization sustain their position. Work engagement has performance outcomes and teamwork performance which influence organizational citizenship behavior positively. Engaged employees who are directed in their goal achievement by their supervisor are more

associated with OCB and positive outcomes of performance and enhancement of value (Findikli, 2015).

Work engagement is an affective motivational condition of well-being associated with work which is contradictory to job burnout and is a positive experience. Work engagement shows engagement of employees in work which is associated with individual job performance. Organizational citizenship behavior is based upon organizational commitment of employees whose predictor is work engagement of employees. Work engagement enhances efficiency as well as effectiveness of organization (Song, Kim & Koh, 2019). OCB associated with work engagement of employee is discretionary behavior of employee performance not directly associated with reward system. Common factor associated with citizenship behavior and work performance is efficient functioning.

Organizational citizenship behavior which can enhance work engagement of employees is related to involvement in communication of information with employees, involvement of employees in decision making process, education of employees and implementation of reward system (Zhang, Guo & Newman, 2017). Work engagement based upon involvement of employees in performing organizational task has relationship with organizational citizenship behavior based upon fundamental of reciprocity and social exchange theory. Emotional components of employees' attachment with work is related to OCB. It is related to responsible and constructive behavior of employees at work and shows the high tendency of employees is work engagement. Work engagement have potential to develop OCB through effective engagement of employees is organizational task which not only is associated with achievement of goal but is also related to organizational commitment (Farid et al., 2019). Organizational effectiveness is associated greatly with development of link between work engagement and

organizational citizenship behavior. This relationship is also dependent upon perception of employees related to human resource development practices in an organization. HRD practices are associated with discretionary attitudes of employees which go beyond the normal requirements of jobs. Work engagement and organizational citizenship behavior have positive relationship moderated by employee engagement in performance of task (Meynhardt, Brieger& Hermann, 2018).

Organizational behaviors are dependent upon perceptions of employees associated with work engagement. Work engagement in employees which develops citizenship behavior among employees is motivated by leader's charisma. Citizenship behavior developed in employees through work engagement is greatly motivated by leadership styles (Ali et al., 2018). Positive relationship of OCB and work engagement through engagement of employees is mainly dependent upon a few antecedents of engagement of employees in work. These antecedents are supports by leadership and management, characteristics of job goals assigned, system of reward and recognition is organization, communication of employees with their leaders and well-being in general associated with work place. Work engagement and OCB relationship could be measured on basis of level of involvement and commitment of employee towards the values of organization and organization itself (Al-Ahad& Khan, 2020). One of the significant predictors of organizational performance and success of organization work engagement of employees.

OCB is maintained in employees through work engagement as it motivates involvement and commitment of employees in organizational matters which is not explicitly mentioned in job description of employees. A positive relationship between OCB and employee engagement exist is based upon mutual interest and social exchange theory (Xiong& Wen, 2020). Work engagement is associated with increased level of organizational commitment in employees

associated with improved performance and development of job satisfaction in employees. These factors improve performance of employees and turnover rate of employee decreases with it. Increased organizational objective achievement is associated with organizational commitment of employees motivated through engagement of employees in work. Organizational work force which is engaged is more loyal and is highly committed to work (Nagpal& Kumar, 2020). Employees act freely to display their extra role behavior based upon consistent investment in environment though consistent, proactive and vigorous behaviors enhance task performance and contextual performance. Conscientious, altruistic and virtuous behaviors of employees are enhanced when they engage in work which motivated citizenship behavior of employees (Orlowski et al., 2020).

2.9 Relationship of Work Engagement and Transformational Leadership

Among all leadership behaviors transformational leadership style has contingent rewards and active management by exception on daily work engagement of followers. Leadership behaviors and work environment developed by it is so important. Follower's daily engagement in work task is promoted positively by indulging into transformational leadership character. Transformational leadership is associated with contingent reward which motivates positive work environment. Research analysis reveals that followers are more engaged in achievement of task when leaders are more committed (Breevaart et al., 2014). Among implementation of management reforms transformational leadership is proved to have most positive impact in developing high performance of firm and motivating positive attitudes among team members and followers. Performance information is thus an important character of transformational leadership to be considered. Performance information is used by employees in a positive manner by enhancing creativity and capability of firm. Impact on performance is positive but might be

indirect in a few scenarios. Goal clarity among employees is of great concern in this aspect as it motivates positive behaviors of employees (Moynihan et al., 2012). Transformational leader is considered to be one who raises the followers. This enhances level of consciousness regarding value and importance of outcomes and developing those methods to reach these outcomes. Transformational leadership increases performance of firm and develop organizational citizenship behaviors among employees by building trust and promoting individual performance (Moyinihan&Pandey, 2012).

Of all the leadership theories, transformational leadership theory has been most famous and most studied or researched theory (Judge & Piccolo, 2004). Judge and Piccolo (2004)are of the view that the leader who display transformational leadership characteristics is able to develop many positive outcomes in employees and organizations. Bass (1985) has argued that higher performance can be achieved in a firm if the values, beliefs and mental maps of employees are improved from a lower level to a higher level. Transformational leader persuades followers to achieve what they or others did not expect them to do. Transformational leaders develop and modify the hobbies of their followers, and create awareness and acknowledgement of the aims and mission of the group (Bass, 1985).There is a general agreement among researchers that transformational leaders promote creativity and innovation among their followers (Jansen, Vera, & Crossan, 2009). Thus, employees modify and match their values and beliefs with that of their leader when they perceive him/her to be skilled and effective.

Transformational leadership also enhances work engagement as it develops satisfaction which is derived from working with coworker who is related to you in work. On basis of this we can postulate that transformational leadership can enhance work engagement (Tims, Bakker &Xanthopoulou, 2011). Transformational leadership is significantly and positively associated

with work engagement. Relationship between work engagement and transformational leadership is mediated by efficacy beliefs. This self-efficacy is related to extra role performance of employees. Performance of firm is enhanced through self-efficacy behavior of employee by connection of transformational leadership and work engagement. Work engagement of employees mediates the relationship between performance and efficacy of self in employee which is understood as organizational citizenship behavior (Salanova et al., 2011). A work-related state of mind that reflects high intrinsic motivation is known as work engagement. Work engagement is associated with employees showing high level of energy and persistence, inspiration, enthusiasm, inspiration and strong psychological identification with one's work. Work engagement of employees also reflects character of being fully concentrated and happily engrossed with one's work. Transformational leadership motivates followers to put efforts into their assigned goals and task and overcome self-interest. Transformational leaders enhance identification and involvement of followers with their goals and task by supporting and inspiring their followers providing them challenges, acting as role model and being optimistic about future. Transformational leadership thus enhances work engagement and performance by providing satisfaction to followers (Kovjanic, Schuh& Jonas, 2013).

The harnessing of organizational members to their work roles is associated with work engagement. The degree of involvement through emotional, behavioral and cognitive dimensions, efforts that an individual exerts in a job role and interaction of an individual related to work as well as others in job role is associated with work engagement. Role of leadership in such a situation should be that it facilitates this involvement. A leader's expression of love and care appears to influence positively employee engagement in work. Work engagement is expected to be higher when leader is more into listening to concerns and feedbacks of

employees. Paternalistic leadership thus has positive impact on work engagement and thus enhances creativity of employees. It increases compliance of subordinates with supervisor and increases motivations as well (Cenkci& Özçelik,2015). Direct involvement of leaders in working lives of subordinates is associated important role determination of work level engagement of employees. Paternalistic leaders follow real values and believe and lead by building trust and respect with their subordinates. As paternalistic leadership does not emphasize absolute authority and gives space so job satisfaction in employees is developed which results in higher level of work engagement of subordinates and achievement of goals in an efficient and effective manner (Shu, 2015).

Paternalistic leadership has an influencing and directing role on work engagement in an organization so it is an effective style of leadership to enhance creativity and performance of organization. To increase the effectiveness of leadership and enhance the work engagement of employee culture is an important aspect to be considered by organization. Paternalistic leadership increases collective gratitude and work engagement and form favorable scenarios in an organization. Social exchange theory and well-being theories predict that paternalistic leadership is positive predictor of work engagement of employees. Collective gratitude is also motivated in employees through paternalistic leadership which enhances work engagement of employees (Bekmezci & Yildiz, 2018).

Employee's feeling of cohesiveness, involvement, commitment, potency and performance is enhanced by a leadership style in which leader inspire and motivates such as transformational leadership. An employee is likely to experience work as more challenging, satisfying, involving which consequently engage them high with job task, who receives support, quality coaching and inspiration from coaching from supervisor.

2.10 Relationship of Work Engagement and Paternalistic Leadership

Work engagement is fostered by paternalistic leadership. It mitigates the conflicts associated with work environment decreases the workplace loneliness in employees. Paternalistic leadership creates positive emotions in employees due to which work engagement enhances (Oge, Cetin & Top, 2018). Dedication and vigor dimensions of work engagement are positively associated with paternalistic leadership. Absorption dimension of work engagement is directly influenced by paternalistic leadership structure. Organization implements paternalistic structure of leadership to achieve maximum performance from the employees through work engagement (Bekmezci&Yildiz, 2018). Different dimensions of paternalistic leaderships have different impact on work engagement. Authoritarian leadership has emotional impacts on employees which affect work engagement of employees.

Authoritarian leadership is associated with violent and negative emotional expressions which induce fierce emotional reactions in subordinates due to perceived unfair treatment. Social exchange concept quotes is such a situation that organizational identity in employees is reduced due to this factor and work engagement suffers (Hiller et al., 2019). Benevolent dimension of paternalistic leadership is based upon positive aspects associated with care and supports by leader towards subordinates. Extra support to followers is provided in this type of leadership by showing concerns associated with the employees. This motivates positive attitudes in work place and enhances job performance of employees. Work engagement of employees is thus enhanced by benevolent leadership structure (Fang, Fang, Chaou& Lin, 2019).

Leaders considering and foreseeing it as their responsibility to motivate, engage and inspire employees is becoming troublesome for managers. But these components are considered

to be mainly associated with employees (Zeng&Xu, 2020). Social exchange theory states that paternalistic leaders which demonstrate ethical behavior are more likely to create positive relationship with work engagement. Paternalistic leadership associated with trustworthiness, integrity and honesty due to which active engagement of employees is motivated into the work. Paternalistic leaders by showing benevolent characters can maintain dedication in followers which is associated with work engagement of employees. Goals and expectations associated with employees are maintained according to their work roles and employees are properly guided due to which work engagement is promoted (Tuan, 2018). Paternalistic leadership also known as service leadership is associated with creation of motivational sources which enables employees to involve in work engagement. Important resources such as autonomy are provided by the leaders to be engaged in their job roles. Credible and attractive leadership behaviors enable employees to learn by observing and imitate such behavior while performing a job. Individuals who are motivated to work deliver high standard of service performance which is associated with enhanced value of firm (Zheng et al., 2019).

2.11 Organizational Culture

Organizational culture has been very important and famous among the scholars owing to its significant relationship and effect on the performance related measures and variables of a firm (Zehir, Ertosun, Zehir, & Muceldili, 2011). Since researchers have given it great importance therefore a number of perspectives relating to culture have been developed and yet there is no unanimity on the scope and definition of it (Ogbonna & Harris, 2000). Henri (2006) argued that researchers differ on the operationalization of the culture instead of its conceptual definitions. According to Aldrin & Yunanto (2019), culture is defined when a group of people who live in the same environment have the same attitudes and behaviors. Since there is no conformity and

unity on the definition of organizational culture, therefore this study adopts the definition of Deshpande and Webster Jr (1989) who defined it as “the pattern of shared values and beliefs that help individuals understand organizational functioning and thus provide them with norms for behavior in the organization” (Deshpande & Webster Jr, 1989, p.4).

The reason why so much importance is given to culture by academicians and practitioners alike is because it is considered to enable a firm to gain competitive edge over other firms (Ogbonna & Harris, 2000). Ogbonna and Harris (2000) argue that culture is considered important for generating sustainable competitive advantage (SCA) over rival firms because the culture of a firm is very difficult to copy. Therefore, this characteristic of inimitability of culture makes it a very crucial source of gaining SCA. Culture becomes an inimitable source as it is path dependent and is embedded in the norms and values of the firm. Furthermore, there is ample evidence that shows culture as a predictor of firm performance in different cultural settings (Cadden, Marshall, & Cao, 2013; Lee, Tan, & Chiu, 2008; Ogbonna & Harris, 2000; Ojo, 2010; Parry & Proctor-Thomson, 2002). The way of life is the culture and it also involves the customs, general norms and beliefs which a particular set of individuals or groups have to follow. Researchers have linked the culture with the organizational culture. This can be defined as the general set of beliefs, norms and customs that employees of an organization follow. It is actually the behavior of interaction of the employees within an organization. The organizational culture can have a significant impact on the performance of employees, decision-making skills and productivity.

There is a popular model known as Hofstede Model of Organizational Culture. This model explains the culture as a mind programmer and it helps in categorization of the employees. There are four different dimensions known as symbols, heroes, rituals and values. Managers

have to find out these four sections in their employees. Value has been identified as life for the culture. There are several important elements of value like ethics, moral identity and creativity. Both the employees and employer know that their actions must suit each other. Rituals are set of activities through which the employees come close to each other. It is another name for the socialization and through this process, familiarization becomes easy. Employees can get socialize with peers, colleagues and supervisors. These rituals promote better relationships. Heroes are the champions that perform very well. They are award winners and top performers. They are source of motivation for the other employees and they achieve the goals more efficiently and effectively as compared to others. Symbols are actions, words, gestures and other body language elements that have a different real meaning but a specific meaning for the group of people within organization (Paschal & Nizam, 2016). The organizational culture is therefore a tangible personality enrooted in every organization. This implies that not everyone is familiar with the big companies like Star Bucks and Google, still their culture can be tasted by everyone.

The company values and the attitude of employees can be easily anticipated. Some people think that organizational culture is intangible, but unexpectedly, it is tangible in nature. It's a myth that it cannot be controlled and quantifiable. People usually think that culture of the organization is the result of processes and people working there. However, in reality, the organizational culture can be controlled, designed and quantified as well. It can be leveraged the organizational culture has a strong association with the morale and engagement levels of employees. It can also affect the financial part like revenues, sales and profits. This is the organizational culture that helps the companies to achieve competitive advantage and makes a difference. The culture of organization is distinct in nature and it depends on the companies that either they want to prioritize culture or not (Morcos, 2018). There is no consensus on the

definition of culture and different researchers and sociologists have given different definitions and interpretations of culture.

There has been no consensus on the definition of culture through the years. For instance, Herskowitz explained the wider definition of culture more than four decades ago by indicating that culture is a human-made part of the environment (Herskowitz, 1955). Putting it simple, the definition of culture can be interpreted as objective and subjective cultures. The objective culture could be houses, dresses etc. and the subjective culture could be norms and values (Treven, Mulej, & Lynn, 2008). It has been expressed in the article published by Harvard Business Review that organizational culture can be explained as a shared effect of individual's common values, behaviors, and beliefs within an organization. Such norms, values, and beliefs of individual in the organizations administer how customers are served and employees perform, how employees coordinate with each other, whether employees feel inspired to meet organizational goals, and to look into employees sincerity towards mission of the organization (Groysberg, Lee, Price & Cheng, 2018). The discussion regarding culture of an organization is meant to be discussion regarding the experience of employees in the organization which is also referred to as internal view. This postulates the thinking of employee regarding working in specific organization and how the leadership in organization can keep an employee engaged, loyal and devoted. Experience of employee in the organizational culture is a stable set for daily operations of every organization. The organization will not be considered a better place if there is a fundamental attitude of disagreeableness, boredom, or hatred even if organization is known for its quality plans and products.

2.11.1 Bureaucratic Culture

The bureaucratic culture in an organization predicts the dimension of organizational commitment. It is aimed at keeping power in the organization. Bureaucratic culture is mostly used in the large organizations as such organizations necessitates stern rules for its better functioning as this culture is mostly procedural and hierarchical. The Bureaucratic culture in large organizations requires chain of command to promote better management since command and authority dominate in this culture. Furthermore, activities are governed and controlled in bureaucratic culture (Sarhan et al., 2020). The organizational culture is the common values, beliefs, norms, and sentiments of employees whereas the bureaucratic culture is linked with the hierarchical structure of command. This culture in terms of operations have greater extent towards formality and have very high organizational level. It is expressed that those organizations following bureaucratic culture have qualities of ordered, fair, and high efficiency, and there are predetermined set of rules for all departments (Kulapov et al., 2019). There are diverse layers of management in organizations with bureaucratic culture. Generally, in this culture the flow of command is from top to bottom which shows that authority is centered in top management. Adoption of changing condition or in other terms flexibility is very slow bureaucratic cultures and employees are hired based upon their skills and knowledge (Caliskan& Zhu, 2017).

2.11.2 Innovative Culture

Size of organization is mainly not a concern factor in innovative culture as it is more result oriented. Innovative culture is mainly explosive and result oriented. Challenges are being posed in innovative cultures on employees. Innovative culture is entrepreneurial and full of new ideas. Innovative culture prevails in small as well as large organizations. As smaller

organizations in general rely on being innovative while larger organizations are associated with seeking innovative solutions to perform tasks. Innovative culture is usually characterized as risk-taking culture (Boonkua et al., 2020). Innovative culture is not based upon traditional metrics such as revenue generation and on time delivery rather it is associated with competitive differences and value creation. Innovation can come from anybody in organization rather than originating only from top management. Establishment of innovative culture is not as difficult as sustainability of innovative culture. Innovative culture is essential for creation of competitive advantage in market and competitive differences. Innovative culture is also essential for maintenance of staff retention (Miller & Miller, 2020). Innovative culture associated with organizations is first and foremost rooted in discovery skills.

Five dimensions related to organizational environment have impact in determining innovative culture. These dimensions include presence of innovative teams in organizations, presence of leaders and managers who are innovative, context of organization related to conduct innovation, presence of individuals in organization who are innovative and links of organization with outside which are multiple and easy. Innovative culture in organization is independently conceptualized with skills and knowledge of employees (Tomasova, 2020). Innovation culture is associated with innovative capacity of an organization associated with changes to be implementing to harvest results of innovation. Innovative culture is associated with three important aspects. Implementation of new ideas which robust changes in organizational output. When a new idea is implemented without producing much change in routine work of organization it is not considered as innovation rather it is considered improvement. A new development is basic demand of innovation on which it relies (Solís & Mora-Esquivel, 2019).

2.11.3 Supportive Culture

Supportive culture varies with the size of organization, larger the organization become less supportive its culture turns. Supportive culture is relationship oriented and is based upon cooperation among employees. It relays on interpersonal relationship and is greatly dependent upon encouragement, mutual trust and cooperation. As organization size increases these values start vanishing. Supportive culture allows for personal freedom and is friendly and supportive. Supportive culture is fair and safe and employees are most trusted by the owners in supportive culture (Kalsoom, Khan & Zubair, 2020).

Supportive culture is associated with building positive relationships among people. These relationships can be interpersonal as well as work and organizational relationships. Supportive culture in organization is associated with provision of psychological and social conditions which optimize employee's values. Supportive culture in organization is associated with enhancing well-being of employees, their safety as well as their health. Supportive culture empowers employees to perform at their natural best level which is associated with enhanced product quality, service delivery and overall performance of organization (Men & Yue, 2019). Supportive organizational culture is reinforced by flexible organizational structure and is internally oriented. Organizations in which supportive culture prevails they depict trust and commitment to its employees. Supportive culture maintains an eagerness in employees to take personal interest and initiative in people with whom they work. Supportive culture may hold employees accountable but relies on but requires set of core values that support employees. Ownership trust the judgment of employees in supportive culture. A robust dose of integrity must be associated with employee's own judgment to support supportive culture (Gürkan & Çiftci, 2020). In supportive cultures employees get best opportunities to display them. In supportive culture combined efforts

of each individual tend to have great impact on organizational growth and performance. A consistent level of support and trust is regulated and better environment is created through supportive culture (Verma, 2020).

2.12 Relationship Organizational of Culture and Organizational Citizenship Behavior

Organizational culture is associated with principles, traditions and value which are maintained in an organization, it also includes ways in which members of organization interact and work. Employee performance is determined greatly by the organizational culture and employee performance is essential element of organizational commitment. Organizational commitment is associated with functioning of individual within organization. Organizational commitment is thus associated with development of citizenship behavior in employees. A significant and positive relationship between organizational culture and organization citizenship behavior exist. Performance of employees and organizational culture are related positively due to which OCB is promoted among employees (Suwibawa, Agung&Sapta, 2018). Organizational culture is a system of values, beliefs and meanings which are held together in such a way that they define working environment of a place and differentiate one organization with another. Main preserved and maintained characters of organization are associated with culture. Behaviors of employee is derived by culture as it is powerful tool to do so. Citizenship behavior is greatly affected by the cultural dimension of organization as culture is oriented with people, outcome, team and stability (Mujanah et al., 2019).

Members of organization moderately implement culture, due to which it is considered as essential element in building effective organization. An inheritance linkage between culture and citizenship behavior from employees exist in organizational setup where culture act as foundation of values and beliefs upon which actions of employees are manifested. An empowering culture is

associated with developing OCB character among employees by promoting altruism among employees (Zhang et al., 2019). Organizational culture and organizational citizenship behavior are closely related as it is shown by the existence of significant correlation among dimensions of culture and citizenship behavior. Cultural variables which are individual autonomy, belief and norms, conflict tolerance, individual response, support and structure are found to be significantly correlated with dimensions such as courtesy, civic virtue, conscientiousness, altruism and sportsmanship which are the dimensions of citizenship behavior in organization. This clearly shows that organizational culture and OCB are positively correlated (Ridwan, 2020). Controls that guides and shapes behaviors and attitudes of employees are shaped by organizational culture. Wide dissemination and intensive embracement of organizational value takes place in strong organizational culture. Nobelvalue is received by the employees by strong organizational culture which promotes organizational commitment.

This commitment of employees with organization promotes citizenship behavior in employees. Culture promotes citizenship behavior among employees directly by nourishing their beliefs and value and indirectly through developing commitment. Both of these impacts are closely associated with enhancing performance of organization (Jeong, Kim, Kim & Zhang, 2019). Organizational culture and OCB are linked positively as culture influence behavior of employees significantly. Organizational value and ethics are implemented in a well-organized way in strong cultures which motivates OCB among employees. Organizational culture support structure, risk and tolerance which are the most significant factors associated with organizational citizenship behavior. Culture also promotes mutual trust among employees, degree of shared value and mutual trust which enhances OCB among employees (Kerdpitak&Jermstittiparsert, 2020).

Organizational culture has behavioral as well as structural factors associated with organizational citizenship behavior. Well oriented culture effectively implements code of ethics in organizations which establishes welfare of employees in the organization. This develops citizenship behavior of employees associated with enhancing employee performance (Susitaet al.,2020). Organizational objectives and goals are achieved by regulating organizational culture properly. Organizational culture maximizes OCB in employees through commitment of employees and autonomous participation of employees associated with tasks assigned to employees and other organizational activities in which they are involved. Culture is also associated with empowerment of employees which enhances organizational performance and can be considered as a dimension or citizenship behavior which results in positive construction of organization.

2.13 Theoretical Background

2.13.1 Conservation of Resources Theory

The Conservation of resources (COR) theory proposes that individuals will have and keep resources and acquire those with the use of their resources they have (Hobfoll & Wells, 1998). Loss or gain of resources is dependent on having or not having other resources. Hobfoll (2002) emphasizes the determining role of culture in resources. Considering our model, Transformational & Paternalistic leadership can be perceived as a creator of valuable resources. An employee having organizational resources provided by the transformational and paternalistic leaders tend to develop other resources to engage in work. "Energies", as one of the main pillars of the resources, may include motivation, commitment or engagement in work (Oge et al., 2018). A powerful resource acquired in this area can help employees acquire or conserve others in other areas. This energy can be used for creating extra role performance i.e. O.C.B. in the organization. Considering the insights provided by COR, we can say that Transformational and Paternalistic leadership, with the resources it provides (e.g. care, support, harmony, mentorship, benevolence and close relationship) results in higher work engagement and determines role of culture, which in turn can increase extra role performance i.e. O.C.B. In view of above discussion, it is evident that many resources identified in the list of COR i.e. Object Resources, Conditions, Personal Characteristics & Energies directly address our model.

Anything that is perceived by the individual that would help them to seek their goal is known as resource. Value of resource in itself is nothing rather it is dependent on the outcome it derives. In organizational structure resources are essential to develop useful skills in employees and to gain maximum from them. Common resources in organizations for employees include support, equipment assistance, information, funding and tools etc. either provided by the

organization itself or the organizational leaders (Liu, He & Zhu, 2020). Conservation of resources is closely related to work engagement through resource seeking behavior of employees. Resource seeking of employees is associated with seeking assistance, information or skills by employees while working in specific course of job. Resource seeking by employees is not merely limited to specific task completion but broadly related to effective management of challenges and opportunities. It also helps employees to resolve interpersonal skills and better manage their work with their personal life (Holmgreen *et al.*, 2017). Feedback, Information, Advice and Help seeking are the major elements associated with resource seeking of employees in organization. These are associated with uncertainty reducing behaviors, including self-evaluation of employees. Employees try to develop themselves in a better way through these resource seeking activities (Lim, Tai, Bamberger & Morrison, 2020).

Employees are able to link their behavior of organizational commitment with job performance through conservation of resources. Individuals engage in high performance efforts when accumulation or concentration of central resources occurs. It is suggested by conservation of resources theory. Job performance of individuals is enhanced when accumulation of central resources is favored by the moderating factors. Due to the continuous commitment between organization and individual tangible resources are more preferred which are in monetary terms (Montaniet *al.*, 2018). Conservation of resources links organizational commitment and job performance which is moderated by leadership structure.

Different organizational commitment behaviors such as normative, affirmative and continuance has different impact on job performance also impacted by type of leadership which could either be transformational or transactional. COR theory explains how leadership styles fit is commitment-performance relationship (Miao, Bozionelos, Zhou & Newman, 2020). Before

explaining the commitment performance behavior, we need to explain different type of commitments. Affirmative commitment is emotional attachment of an individual to its organization and is related to psychological resources. Continuance commitment is more of physical or monetary resource based and is dependent upon cost implication terms. Normative commitment is also psychological resource based and is associated with obligation or satisfaction (Sunguet *al.*, 2020). COR theory explains that individuals indulge in resource seeking behavior which is essential to gain skills only to protect their job when they face continuance commitment associated with organization. Due to the accumulation of further resources individuals invest more efforts when they are associated with normative and affirmative resources. Performance effort of result effort is higher in affirmative commitment as compared to normative commitment as competing temptations and desires are less likely to protect controlled goals (Sheehan, Garavan& Morley, 2020).

Affirmative and normative commitment is associated with high performance attitudes which results in high performance of job while continuance commitment is associated with minimum performance so it results in low performance of job. So, we can interpret that affirmative and normative commitment is positively related to job performance, whereas continuance commitment is negatively associated with job performance (Lin, Scott &Matta, 2019). Commitment whatever be the type is basically related to enhancement of well-being. For which individuals accumulate resources which are associated with their well-being. Leaders act as the moderators who can enhance or diminish individual's important resources. Incremental variance in individual's performance is consistent with moderating role of leadership behavior between organizational commitment and job performance either it be transformational of paternalistic leadership (Root-Bernstein *et al.* 2020).

Consequences of employee action motivate employees in paternalistic leadership structure. As management exemptions and contingent rewards are awarded to those who meet the agreed upon performance level so resource seeking among employees is motivated by COR theory. In transformational leadership structure long with contingent reward narrow and short-lived interests in followers are encouraged by leaders as they enhance professional development of followers as well as enhance organizational output (Rai& Kim, 2019). Transformational leadership behaviors are likely to encourage high performance efforts associated with psychological resources such as affirmative and normative commitment as satisfaction is derived from reciprocation in transformational leadership structure. Accumulation of resources such as recognition and career advice are also stimulated by transformational leadership structure. Transformational behaviors are concerned with welfare of followers and are relational so they can enhance high performance efforts. So, commitment facets with psychological resource are better promotes by transformational leadership structure and job performance is enhanced through it (Schmitt *et al.*, 2016). Motivation of performance in paternalistic leadership is much less as compared to transformational leadership because agreed upon contractual results are expected to be transacted through authoritative acts of leaders. Beyond the basic performance level required to fulfill assigned task or job requirements individuals are less likely to enhance their performance under paternalistic leadership structure. So, it can be concluded that for the development of affirmative and normative commitment among employees, transformational leadership is more effective and for continuance commitment paternalistic leadership structure is more effective (Guan &Frenkel, 2019).

Conservation of resources can either be motivated to enhance organizational performance or to develop individual characteristics. Leadership qualities play a great role in conservation of

resources association with performance of job. Competent leaders can impart higher quality resources among employees which are associated with psychological development that motivates commitment of individual to organization. Psychological development and safety can be associated with comfort of individual with the environment in which he performs which results in positive performance impact (Guan & Frenkel, 2019). A framework for the regulation of personal resources which include physical energy, time, emotional energy and attention, is provided by COR theory based upon loss and gain of resource which have some symbolic value. Follower perceive leader as a credible source of support, guidance and help when the leader is competent in a team. Team member's well-being is maintained by this perspective (Mao, Chiang, Chen, Wu & Wang, 2019).

Conservation of resources is essential as it maintains a balance between work and family of individual. Resources provided by work environment may empower individual but it also has significant impact on individual's work-family conflict. Work-family conflict of individual are majorly associated with emotional resources. This conflict states that work load might deplete employee's personal resource which results in diminished family domain outcome. Such a individual may suffer depletion of emotional resources which effects job performance at work (Ilies, Ju, Liu & Goh, 2020). Conservation of resources is a theory associated with organizational stress and deals with motivational and work-leading dimension. Individuals in an organizational environment tend to restore currently possessing resources and are interested in acquisition of new resources as well. Personal experiences and situations tend to improve due to the conservation of resources. As a loss of central resource or threat of loss stress in individuals occur which effects the performance of individuals (Lanajet *al.*, 2018). COR theory encourages people to engage in such behaviors which minimize losses in future which can have significant

negative impact on well-being of individuals. This behavior shows that capitalization of resources is done by individuals to protect them from resource loss, to recover from past resource loss and to gain new resources (Hobfoll *et al.*, 2018).

In Conservation of resource framework resources are of different types. These resources include contextual, personal, structural and macro resources. Resources associated with social and family support of employees are contextual resources. Personal resources are associated with individual's own self and they are personal energies and personality trait. Structural resources are those resources which include permanent possession which include social network or facilities provided by the organization. Volatile resources are temporary resources which are depleted with the time. These resources are acquired by individual from the organizational culture maintained by leaders (Nguyen, Teo&Dinh, 2020). Another important feature of organizational culture and contextual resources system associated with COR theory is social support. Social support is essential for efficient work performance and coping of stress in work environment. Individual's available set of resources can be broadened by social support as well as those resources which are not present can be substituted or strengthened by it. Resources like social support help to shape personal identity of individual. Performance of an individual is correlated with his work environment through social support system. Individual's work attitudes and behaviors can be motivated through social support which has positive influence on work performance of individual (Bentley *et al.*, 2016).

If resource consumption among organizational individuals is not done properly, they might end up developing mistrust issues. After resource loss individuals become aggressive and disturbed due to which their home and work both lives are affected. Strategic efforts to manage remaining resources in better way are required. Leaders in an organization can help their

follower by guiding them saving them from suffering mistrust issues. Leadership structure must properly be related to COR in organization. Loss of resources due to the inefficient leadership can result in withdrawal of individual at work as well as at home and conflict along with it (Lanaj, Kim, Koopman&Matta, 2018).

COR theory is also associated with organizational concerns motives and impression management. High performance by employees motivates the feeling of achievements and self-worth among employees which improves resources of employees. Organizational concerns are associated with citizenship behavior of employees which might result in loss of resources among employees. This loss of resources can be compensated by COR gain of resources. COR theory so also suggested that loss of resource can be buffered by gaining resource from external environment. So organizational concerns associated with OCB can be compensated by resources from COR theory (Qiu, Lou, Zhang & Wang, 2020). In organizational working space resources are considered as help, mutual support and consideration which establish liking trust and common interests among employees. These are based upon interpersonal interactions of employees-employees and employees-leaders. Such resources are valued by individuals and help them in achievement of organizational goals. This positive interaction stimulates job performance of employees along with promotion of citizenship behavior. This citizenship behavior is also associated with performance enhancement. COR theory thus develops a rational to associate with development of energy which facilitates the behavior of employees at work (Pillemer&Rothbard, 2018).

Stress is a very prominent element associated with COR theory. Stress in employees is associated with the threat to loss or resources, loss of resource occurs or when future loss of resource is expected. For survival in challenging environment to perform efficiently and

effectively at job acquisition as well as conservation of resources is required. Loss of resource is more salient for individual as compared to gain as loss is associated with emotional sufferings as well. Recovery from loss and to gain resources investment in resources is a vital element. Outstretched or exhausted loss of resource can let people enter in aggressive and defensive mode which hinders performance (Wang *et al.*, 2018). COR theory focuses on accumulation of positive responses rather than facilitation of work-related outcomes. Relational energy derived from interpersonal relationship which was built upon resource accumulation derives citizenship behaviors among employees and promotes OCB. Leadership behavior is also incorporated by COR theory in explanation of accumulation of resources by employees which motivates positive attitudes and thus performance increase by leadership structure and culture which it maintains (Xiao *et al.*, 2020). COR theory dictates personal resources as collectivistic values which influence relationship of OCB and passion for work among employees. COR theory buffers the depletion of resources which might cause stress in other cases and harm the efficiency of individuals resulting in lower employee performance and work engagement. It is based upon behavioral outcomes and acquisition of resources in terms of emotions or “energy” to cope up stressful situations (Clercq, Rahman&Haq, 2019).

2.14 Hypothesis Development

Hansen & Villadsen (2010) using simple bivariate t-tests have discussed job context in different sectors, private and public, which effect different leadership styles (participative and directive). Their study discussed that differences in job context explain the use of different leadership styles in the public and private sector. Moreover, according to this study participative leadership style is preferable in some situations while directive leadership style is better suited in

others. Results of their study showed that job context effect leadership style but with partial mediation, which indicates that there are other factors as well which need to be investigated and can affect other leadership styles for public and private sectors. Job context leads to different leadership style which needs more comparisons. The study discusses that job context change leads to change in leadership styles but has not discussed how the changed leadership style will affect the performance or what would be the performance indicators. Furthermore, many studies (e.g. Andersen, 2010; and Hansen & Villadsen, 2010) have used simple bivariate t-tests for different factors like gender, management level, relationship style, task style, different leadership styles that have shown mixed results pertaining to differences in leadership styles in different sectors. Moreover, many studies have compared different leadership styles of private and public sectors from different industries which makes it difficult to generalize leadership behaviors of public and private managers. But this study will compare leadership styles in public and private sector from same industry i.e. universities.

Rodrigues & Ferreira (2015) and Wang et al. (2011) have found in their studies that dimensions of OCB were positively and greatly predicted by Transformational Leadership Style. Multiple Linear Regression results of Transformational Leadership were greater and more significant than Transactional Leadership on Organizational Citizenship Behavior (OCB). Transformational Leadership proved to be positive and significant predictor of Organizational Citizenship Behavior (OCB). Authors claimed that transformational leaders are more capable to lead their subordinates in order to take actions that go beyond their prescribed roles. As relationship of Transformational leadership and Organizational Citizenship Behavior (OCB) is more dominant in collective cultures (Euwema et al., 2007). However, one major limitation of study of Rodrigues & Ferreira (2015) was that it was limited to a particular state, therefore, may

not be generalized. Similarly, a study on insurance industry in Taiwan conducted by Paoching & Chichun (2009) supported previous studies by proving that Paternalistic Leadership positively influence Organization Citizenship Behavior ($B=.296$, $R^2=.188$, $p<.01$). Comparing the effect of authentic and transformational leadership styles on OCB Tonkin (2013) found that there was no significant difference between them. Further, they only used two of the dimensions of OCB (i.e. altruism and general compliance) instead of all the five dimensions of OCB. Moreover, this study only focused on one structural organization in one company so it cannot be generalized as it arises an external validity threat (Creswell, 2009).

Though many studies have found a positive relationship between leadership style and OCB but different studies and meta-analysis have also drawn mixed conclusions on the relationship of leadership style with OCB. Some say that transformational leadership style has greater influence on OCB some studies proved that transactional leadership style has greater influence on OCB and some studies argue that none of the aforementioned leadership styles have any impact on OCB (Mackenzie, Podsakoff, & Rich, 2001; Wang et al., 2011; Suliman&Obaidly, 2013; Whittington et al., 2009; Dai, Dai, Chen, & Wu, 2013). These contradictory studies lead to explore other leadership styles other than transformational and transactional leadership styles and in distinct cultural context. Different studies (e.g. House, Dorfman, Javidan, Hanges&Luque, 2013; Leong & Fischer, 2011; Paine & Organ, 2000) have found that culture does play its role on Leadership styles and Organizational Citizenship Behavior (OCB) and thus make Leadership styles and Organizational Citizenship Behavior (OCB) relationship more effective or ineffective. Similarly, Cavazotte et al., (2014) and Euwema et al., (2007) claimed that impact of Leadership style on O.C.B. is moderated by culture factor. Nevertheless, the culture factor can moderate the influence of behaviors of Leadership style and

Organizational Citizenship Behavior (OCB).

In a narrative synthesis review of 214 studies of work engagement, Bailey et al. (2017) found leadership to be one of the antecedents of work engagement. Their review not only revealed that different leadership styles (e.g. transformational, authentic, charismatic etc.) had a positive relationship with work engagement but also the leadership style had a strong impact (0.34) on work engagement. It can be concluded from their study that leadership style plays an important role in raising the level of work engagement among employees. However, they did not report any study that compared the effect of transformational and paternalistic leadership on work engagement. Most of the studies used the leadership styles that were developed in the western context. Further, a number of studies have found organizational citizenship behavior to be an outcome of work engagement. For example, in their review, Bailey et al. (2017) found that a number of studies found a positive relationship between work engagement and citizenship behavior. Employees who are engaged in their job are often involved in the behaviors that contribute to the positive social environment of the organization. Similarly, Saks (2006) also found OCB to be an outcome of the work engagement. He argued that when employees engage themselves in their jobs they do so because they trust their organization and leaders and thus get involved in more positive behaviors like OCB. Though citizenship behaviors are not formally rewarded by the organizations but not all the employees are motivated only by money (Ariani, 2013). Therefore, employees who are engaged in their job go an extra mile and help out their colleagues and indirectly contribute to the organization's effectiveness by creating a positive social environment in the organization. Rich, Lepine and Crawford (2010) also confirmed this argument.

Carrying out structural equation modeling, Ariani (2013) found that work engagement

mediates the relationship between supportive leadership and OCB. He suggested of the need to replicate the study by taking into account the more contextual factors. Babcock-Roberson & Strickland (2010) also found similar results with work engagement mediating the relationship between charismatic leadership and OCB. However, one of the major limitations of their study was that the respondents of the study were students mostly ranging from 18 to 25 years of age. The selected population does not adequately represent the heterogeneous workforce employed in the organizations. Thus, these results may differ from the studies conducted on employees of organizations than students of universities. Nonetheless, Babcock-Roberson & Strickland (2010) and Bailey et al. (2017) recommended that work engagement studies should be carried out by taking into account the contextual and cultural factors so that this concept could be understood more clearly. In line of those recommendations this study investigates the role of work engagement in creating the extra-role behaviors among employees by taking into account the contextual and cultural factors like OCB and paternalistic leadership and culture respectively.

2.15 Hypotheses

- H1: Transformational leadership style affect employee's OCBs.
- H2: Paternalistic leadership style affects employee's OCBs.
- H3: Culture moderates the relationship between leadership style (transformational and paternalistic) and employee's OCBs.
- H4: Work engagement act as a mediator in leadership styles and OCBs.
- H5: Public universities differ from Private universities in terms of different leadership style's effect on OCBs with work engagement as a mediator?

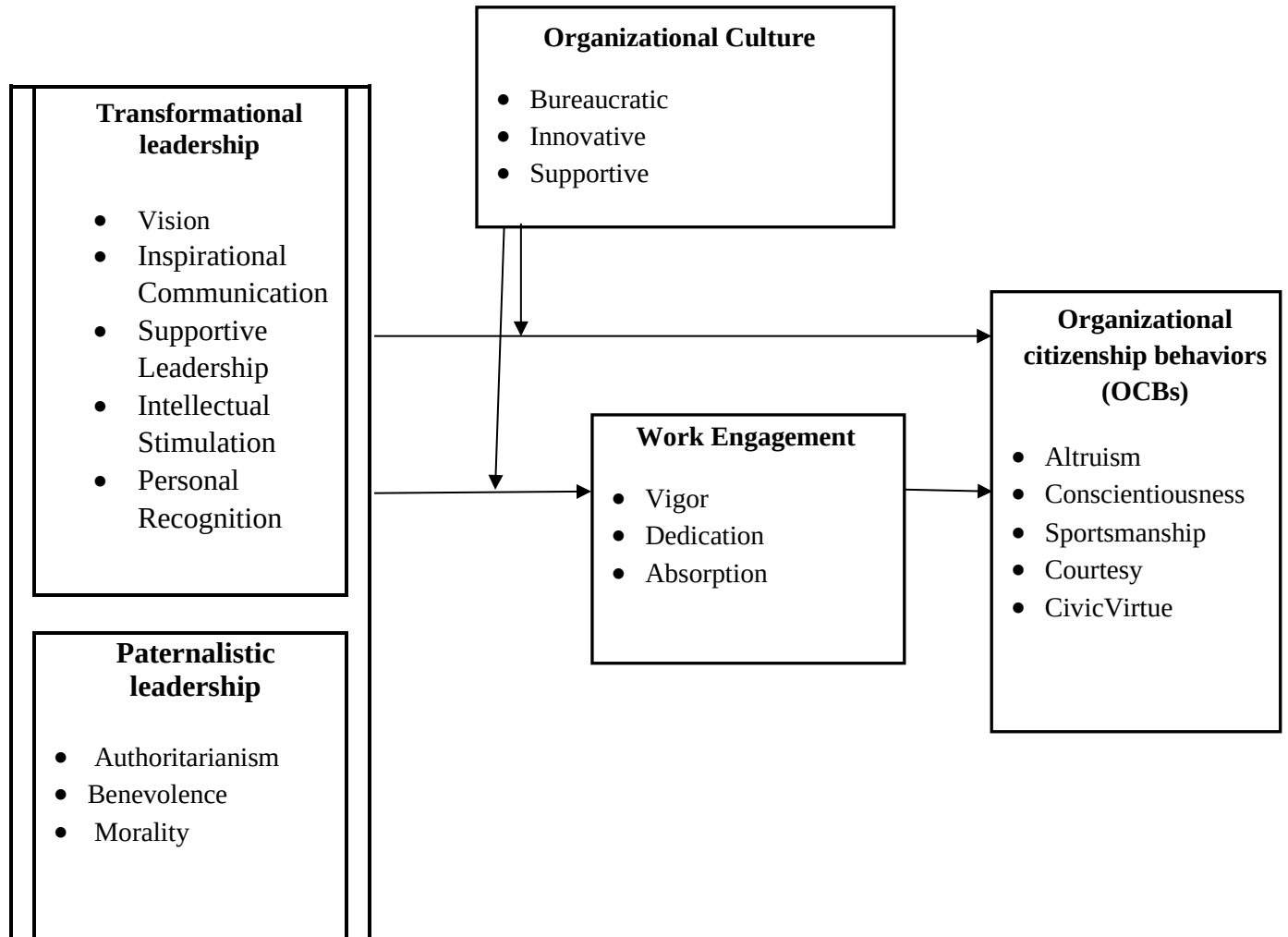


Figure 2.1: Theoretical Framework

2.16 Summary

This chapter reviews the literature regarding the main constructs of the study i.e. transformational leadership style, paternalistic leadership style, work engagement, organizational citizenship behavior and organizational culture. It also discusses how these constructs are related with each other and how they have been studied in past by different researchers. This chapter also discusses the underlying theory i.e. Conservation of Resources Theory (COR), used to explain how main constructs are related and affect each other. Finally, based on the literature review and arguments from base theory, theoretical model and hypotheses of the research are proposed.

3. CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research method applied to conduct the research and test the proposed hypotheses. Research methodology is of great importance in any research as it plays critical role in assessing the credibility of results and generalizing them to a more general population. The researcher explains what methodology is chosen and why. Thus, this section discusses about research method, population of research, sample size and tools used to assess the data.

3.2 Research Design

Through appropriately planned research design, a researcher can acquire the answers to proposed research questions with more efficiency and preciseness by operationalizing variables, collecting and analyzing data and finding solutions for research problems through specific methodology and approaches (Allen, Marshall & Easterby-Smith, 2015). Current study takes quantitative approach in its research design to process the collected data due to its distinctive nature as compared to the qualitative research approach (Hair et al., 2010). This particular design is suitable to investigate that how often and to what extent leadership styles affect employees' organizational citizenship behavior and to what degree work engagement and organizational culture mediate and moderate the correlation of independent and dependent variable of the study. Quantitative design includes descriptive approach which precisely describes the characteristics of collected data. In this research, data will be collected through a specifically designed survey. Once collected, the data will be treated quantitatively which observe and represent numerical data.

The current research also comes under the classification of explanatory designed study because the research doesn't aim to only describe the phenomena of the research objective but also intends to explain them which give an explanatory design to the research (Given, 2008). Also, cause and effect relationship will be determined in the study to explain the correlation of the dependent and independent variables with the effect of mediating and moderating factors. The deductive approach will see the existing relevant theories hypothetically and will test them to confirm that whether they can be conclusive and confirmed in the setting of current study. This type of deductive approach ideally creates a conceptual framework to determine the relationships between variables and concepts (Wilson, 2010).

3.3 Research Paradigms

Research paradigms or research philosophy refers to the mechanism of theories and principles that are related to the knowledge development. It is the principle, with which data about particular situations are collected, described, analyzed and utilized (Saunders, et al., 2012). There are two main research paradigms known as positivism and interpretivism. The first type positivism is associated with the belief that from perspective of research objective, reality is always stable and therefore, this reality can be statistically observed and then described. This is why, qualitative research methods do not fit easily within this paradigm (Leedy and Ormrod, 2005). Contrarily, interpretivism promotes investigation of complexities that exist in social events so the perspectives can be understood in broader angle. This paradigm calls for qualitative research design which includes observation of research participants in more open way (Žukauskas, et al., 2018). This research applies research paradigm of Positivism because the study intends to employ quantitative numeric data to examine it through regression analysis. The quantitative data will be collected in form of responses from the participants against a specially designed questionnaire with 5 likert scales on which the respondents will record their data which will be numerically assembled for further treatment and analysis.

3.4 Positivism Paradigm

In this research the positivist worldview is adopted based on the assumption that knowledge is objective and quantifiable and it can be tested on the basis of statistical proofs (Bryman & Bell, 2018; Creswell, 2013). The objective of the current study is to propose a theoretical model and to test that model with moderating mechanism of culture and

mediating mechanism of work engagement on Organizational Citizenship Behavior (OCB) across the HEIs of Punjab. So, this paradigm fits well to obtain research objectives.

Table 3.1: Various Research Approaches in Terms of the Positivist Paradigm

Research approach	Questions	Main features
Surveys	How much, who, what, where, how many	Observations, interviews, questionnaires
Forecasting future research	What, how much	Intuitions of future outcomes
Archival analysis	Who, what, where, how many	Quantitative and qualitative investigation
Experiments (field)	How, why	Real-life situation
Simulation, game, playing, role	What, how	Simulating the behavior of a framework by creating and presenting arbitrary factors
Experiments (laboratory)	How, why	Quantitative variables; accurate relationship; rigorous study

Source: Adopted from Galliers (1990)

The research approach taken by Positivist researchers is preferably quantitative such as surveys, interviews against structured questionnaires or authentic statistics as these approaches are more reliable and representative in terms of logic. Also, survey encompasses big data which represents a specific society as whole. This research paradigm sees society and social facts as factors that shape individuals and their action. This is why, positivism research philosophy believes in the significance of quantitative designs such as surveys done on large scale as they provide an overview of the society and reveal social trends. With these research approaches, positivist researcher becomes capable of explaining the current facts and also of predicting future outcomes (Collins, 2010). Positivists believe in experiments and their results considering that sociology should use similar approaches in social world studies that are used in “natural” sciences to examine the facts of physical world. Therefore, positivism is comprised of “scientific” research approaches and techniques to determine the

laws that drive societies. Same as scientists discover laws that drive physical world (Wilson, 2010).

3.5 Methodological Approaches to Research

The quantitative data was obtained from the HEIs in public and private sector in Punjab. Self-reported measures were used in questionnaires, it is suitable because survey allow data collection from large population (Babbie, 2016). Surveys demonstrate the opinions of a specific population (Stangor, 2014). As this study has large population, it is useful to adopt survey method to collect objective data in timely fashion and economic constraints. Survey is useful when theory testing is done rather the creation of theory, and data regarding feelings, emotions and attitudes is not needed in detail.

3.6 Research Methods

Deductive and inductive reasoning are two types of research approaches that differ from each other. Where deductive approach tests the existing hypothesis, inductive reasoning does not have any hypothesis to begin with. It is a bottom-up approach where researcher begins the investigation with particular observations and move towards generalization. In an inductive approach, researcher begins with a topic, and moves up to build empirical generalizations. These research approaches identify the basic relationships as the research progresses. When researchers imply inductive approach then they are not sure that what would be the nature of their research findings until that research is fully done (Saunders, et al., 2012).

3.7 Deductive Method

The deductive method is used where based on theory the hypothesis are created and then data is gathered and tested to check if the hypothesis are substantiated or not. Robson and McCartan (2016) indicated 5 steps of deduction:

- Create hypothesis on the basis of existing theory
- Collect data
- Analyze data to generate results
- Accept/ reject the hypothesis (on the basis of results)
- Amend theory if required.

The direction of deductive reasoning is inverted to that of inductive. This means that deductive approaches the research from general to particular. This means that if a theory implies a causal correlation between factors then it may, it might be true in many cases. A deductive design might test to see if this relationship or link did obtain on more general circumstances (Babbie, 2016). The deductive approach in a research investigation is advantageous if the research aims to explain a causal relationship between variables and concepts, concepts and variables. It is also useful to quantitatively measure concepts. This approach generalizes the research outcomes to an extent (Wilson, 2010).

3.8 Description of Population

Population in a research refers to the group that is targeted to conduct the research and research participants are extracted from the same group through the process of sampling (Zikmund et al., 2013). The population is either finite which is countable or infinite which is not countable. For example, all users of clothing brands in a country is an example of infinite population while all faculty members of universities in a country is an example of finite population (Banerjee and Chaudhury, 2010). A population needs to have a common characteristic which bind them into a group. The common characteristics are instrumental for the research objective. A population which is selected to conduct a study is clarified so in the end, research findings can be generalized for the selected population (Zikmund et al., 2013). The target population of the current study is the faculty/teachers of HEIs in Punjab and falls under the category of finite population as their number can be recorded easily. HEIs mean the educational institutions that impart degrees after the secondary education. This population is selected in the study. There are 65 HEIs located in Punjab including both public sector universities (39) and private sector universities (26). Lahore has most of the universities in Punjab such that 13 out of 39 public universities are in Lahore 19 out of 26 private universities out are located in Lahore (HEC, 2018).

Table 3.2: Higher Education Institutes in Lahore

	Public	Private	Total
Lahore	13	19	32
Other Cities of Punjab	26	7	33

Following are recognized universities as per HEC with total faculty:

Table 3.3: Public & Private sector HEI's with number of total faculty

Universities	Sector	City	Faculty Members
Ali Institute of Education	Private	Lahore	9
Bahauddin Zakariya University	Public	Multan	506
Beaconhouse National University	Private	Lahore	93
Cholistan University of Veterinary and Animal Sciences, Bahawalpur	Public	Bahawal Pur	18
Faisalabad Medical University, Faisalabad	Public	Faisalabad	23
Fatima Jinnah Medical University, Lahore	Public	Lahore	42
Fatima Jinnah Women University	Public	Rawalpindi	170
Forman Christian College	Private	Lahore	194
GIFT University	Private	Gujranwala	52
Ghazi University	Public	Dera Ghazi Khan	130
Global Institute, Lahore [HEC-NOC SUSPENDED] (Admission & Attestation stopped by HEC from 2016)	Private	Lahore	24
Government College University	Public	Faisalabad	523
Government College University, Lahore	Public	Lahore	329
Government College for Women University	Public	Faisalabad	178
Government College for Women University, Sialkot	Public	Sialkot	135
Government Sadiq College Women University	Public	Bahawal Pur	137
HITEC University	Private	Rawalpindi	96
Hajvery University, Lahore	Private	Lahore	142
Imperial College of Business Studies	Private	Lahore	18
Information Technology University of the Punjab	Public	Lahore	16
Institute of Management Sciences	Private	Lahore	24
Institute of Southern Punjab	Private	Multan	144
Islamia University	Public	Bahawal Pur	74
Khawaja Freed University of Engineering	Public	Rahim Yar	26

&Information Technology		Khan	
King Edward Medical University	Public	Lahore	114
Kinnaird College for Women	Public	Lahore	166
Lahore College for Women University	Public	Lahore	545
Lahore Garrison University	Private	Lahore	235
Lahore Leads University	Private	Lahore	219
Lahore School of Economics	Private	Lahore	159
Minhaj University	Private	Lahore	214
Muhammad Nawaz Shareef University of	Public	Multan	25
Agriculture			
Muhammad Nawaz Sharif University of	Public	Multan	24
& Technology			
Namal Institute, Mainwali	Private	Mianwali	108
National College of Business Administration &	Private	Lahore	79
Economics			
Nishtar Medical University Multan	Public	Multan	152
Nur International University	Private	Lahore	5
Pir Mehr Ali Shah Arid Agriculture University	Public	Rawalpindi	332
Punjab Tianjin University of Technology, Lahore	Public	Lahore	17
Qarshi University	Private	Lahore	115
Rawalpindi Medical University	Public	Rawalpindi	127
Rawalpindi Women University, Rawalpindi	Public	Rawalpindi	251
The Superior College	Private	Lahore	453
The University of Faisalabad	Private	Faisalabad	250
The Women University	Public	Multan	210
University of Agriculture	Public	Faisalabad	756
University of Central Punjab	Private	Lahore	399
University of Education	Public	Lahore	391
University of Engineering & Technology	Public	Lahore	940
University of Engineering & Technology, Taxila	Public	Rawalpindi	359
University of Gujrat	Public	Gujrat	617
University of Health Sciences	Public	Lahore	212
University of Home Economics, Lahore	Public	Lahore	217
University of Lahore	Private	Lahore	1165

University of Management & Technology	Private	Lahore	529
University of Mianwali	Public	Mianwali	198
University of Narowal	Public	Narowal	154
University of Okara	Public	Okara	274
University of Sahiwal	Public	Sahiwal	144
University of Sargodha	Private	Sargodha	682
University of Sialkot, Sialkot	Private	Sialkot	789
University of South Asia	Private	Lahore	108
University of Veterinary & Animal Sciences	Public	Lahore	276
University of Wah	Private	Rawalpindi	24
University of the Punjab	Public	Lahore	1044
Total			16,181

Table number 3.2 depicts the total private and public sector universities of Punjab and house total number of 16,181 faculty members. University of Lahore has the highest number of faculty members while Nur International University has the least. It is also evident in the tables that the number of universities in public sector is more than the number of private universities and even public sector universities have more number of faculties to teach.

3.9 Why Higher Education Institutes of Pakistan

The study focuses on the Higher education institution of Pakistan and faculty members from 39 public sector and 26 private sector universities of Punjab are taken as taken as population of the study. The area is selected for the study because currently the focus of these institutions is only directed on quantity of the degree holders i-e mass production of degree holders, while it is necessary for an educational institute to keep quality in focus and to inculcate professional and personal traits in students that can help them to grow in their professional and personal life both (Shah, 2020). For this purpose, it is compulsory to identify the leadership styles that teachers and university professors need to adopt for their

leadership so they can develop their students not only as a degree holder but also as a successful career person and asset for organizations. The study will direct the attention of faculty members of universities towards the leadership traits that they should adopt and the culture they can establish in the institutions to engage students in not only learning process but also in the building process of their personalities.

3.10 Multi-stage Sampling Design

Sampling is extracting the number of participants from a population. Sampling is a process which is required to select the research participants because it is not possible to test all members of a population. So, in order to save time, efforts and resources, a suitable number of participants are selected to conduct the research through the process of sampling (Saunders, et al., 2012). However, researchers are required to keep in mind that it is best to test all individuals or the number of individuals which can provide a reliable, accurate and valid result of the research. In order to do so, sampling techniques are applied to obtain the best possible number of participants for the research (Sekaran and Bougie, 2016). Normally, sampling techniques are grouped into 2 primary classes, i-e probability and non-probability sampling techniques (Saunders et al., 2012). As it can be deduced from the names that probability sampling gives equal chance to all population units to get selected while non-probability gives variation in chances to population units in terms of getting selected (Sekaran and Bougie, 2016). The sample size of the study should be according to the method of data analysis that is being used in the study (Hair, et al., 2010).

The current study utilizes the method of Structural equation modeling (SEM) to analyze the data. Structural equation modeling is multivariate technique of statistical analysis which is most suitable to investigate the structural relationships. SEM technique is a

combination of multiple regression and factor analysis so structural correlation of measured variables along with latent constructs can be analyzed, where measured variables are those that can be measured and latent constructs are those that are theoretical and cannot be directly observed thus, they are not measurable directly. Therefore, indicators are captured to represent the construct (Berret, 2007). Various authors have recommended different size of sample for SEM technique. Where Hair et al., 1998 suggested minimum ratio of 5 respondents for each parameter. Hoe (2008) used ratio of 10 responding individuals for an estimated parameter. Garver and Mentzer, 1999, recommended 200 as a best sample size to run the SEM technique on the data. They concluded a thumb rule that any figure more than 200 can offer sufficient statistical power to analyze the data effectively. Later in 2009, Lacobucci called this thumb rule as simplistic and conservative arguing that even smaller sample size of about 50 to 100 respondents can also prove successful for SEM process. As per Hair et al., (2010), various factors including complexity of the model, multivariate normality and missing data can affect the required sample size for SEM. A smaller sample size may be appropriate if the model is simple and data is complete and normally distributed. On the other hand, complex and non-normally distributed data with missing details need bigger sample size to gain enough evidence (Hair et al., 2010).

Thus keeping in view the above discussion and the population of study, this research employs multi-stage sampling technique to ensure a more representative sample. In multi-stage sampling technique, universities are selected in the first stage. Since there are 65 HEIs in different cities of Punjab therefore it was difficult for researcher to collect data from all the HEIs. After the selection of HEIs, respondents are selected in the second stage.

3.10.1 Stage 1: Selection of Universities

The first stage of sampling procedure related to the selection of universities for data collection. Since the population of research consists of 65 public and private HEIs which are geographically dispersed in different areas of Punjab making it difficult for the researcher to collect data from all the universities. This is why researchers employ sampling techniques to select a sample from the population. For this reason the researcher employs simple random sampling technique to select a sample of universities from 65 universities of Punjab. In simple random sampling each university of the population has an equal chance of being selected. The most important thing in using simple random sampling is that it can only be employed if the researcher has complete list of all the members of population (Sharma, 2017). This list is also called sampling framework. Since the researcher has access to sampling framework of all the HEIs in Punjab. Therefore simple random sampling is employed to select universities. A total of 12 HEIs are selected using the lottery system. Following universities were selected from the population:

Universities	Sector	City	Faculty Members
Bahauddin Zakariya University	Public	Multan	506
Fatima Jinnah Women University	Public	Rawalpindi	170
Ghazi University	Public	Dera Ghazi Khan	130
Forman Christian College	Private	Lahore	194
Government College University	Public	Faisalabad	523
Government College University, Lahore	Public	Lahore	329

University of Education	Public	Lahore	391
The University of Faisalabad	Private	Faisalabad	250
Lahore Garrison University	Private	Lahore	235
Lahore School of Economics	Private	Lahore	159
Pir Mehr Ali Shah Arid Agriculture University	Public	Rawalpindi	332
The University of Faisalabad	Private	Faisalabad	250
Institute of Southern Punjab	Private	Multan	144

3.10.2 3.8.2. Stage 2: Selection of Respondents

Selecting the HEIs in first stage, second stage deals with the selection of respondents for the survey method. Since the selected HEIs are also geographically dispersed it becomes difficult for the researcher to survey each and every teacher of the selected HEIs. Furthermore, researcher does not have access to the list of all the teachers in the selected HEIs. Therefore using simple random sampling technique to select the respondents was not possible. Thus, the researcher employed convenient sampling technique to collect the data from the respondents. Convenient sampling allows the researcher to collect data from the respondents based on his/her convenience.

3.11 Sample Selection Procedure

In this research random sampling is employed to ensure the generalizability and maximum representation of population. This allows the representation of all elements in study population. Sample size for the study was determined by using the formula given by Yamane (1967).

$$\text{Total Population} = 16,181$$

Form above population sample was collected based on formula given

$$n = N / (1 + Ne^2) (390.35)$$

n = Sample Size

N = Population

e = error term (0.05).

According to the above formula, sample size should be 390. However, in order to overcome the issue of non-response bias error, researcher added 60 more and thus distributed 450 questionnaires among the respondents. A total of 381 questionnaires were accurately filled back resulting in 84.67% response rate.

3.12 Operational Definitions of Measures

3.12.1 Transformational Leadership Style

Transformational leadership is defined as a “style of leadership that transforms followers to rise above their self-interest by altering their morale, ideals, interests, and values, motivating them to perform better than initially expected” (Pieterse et al., 2010, p. 610).

Men (2014) stated that transformational leader is a leader who inspires his subordinates to adopt the organizational vision as if they were their own and focus their energy toward the achievement of common goals.

3.12.2 Paternalistic Leadership Style

Paternalistic leadership is defined as “a style that combines strong discipline and authority with fatherly benevolence and moral integrity couched in a personalistic atmosphere” (Farh & Cheng, 2000, p. 84).

3.12.3 Work Engagement

According to Schaufeli, Salanova, González-Romá, and Bakker (2002) work engagement is defined as a mental state relating to work consisting of three positive dimensions and involving relatively stable affects and cognitions: the first, vigor (VI), is the energy level that sustains intense effort in work, permitting people to overcome difficulties and challenges in their job; the second, dedication (DE), relates to the feelings and thoughts that identify individuals and make them proud, involved and enthusiastic about their work; the last, absorption (AB), involves intense concentration in their work to the extent that individuals have difficulty detaching themselves from it and feel that time passes faster than normal.

3.12.4 Organizational Culture

Organizational culture is a social force that is largely invisible, yet very powerful (Schein, 2010). It is an amalgam which includes beliefs, ideology, language, rituals, myths, values, norms and artifacts (Hogan and Coote, 2014; Homburg and Pflesser, 2000; Schein, 2010) and drives both individual behaviors and collective or co-operative acts (Pettigrew, 1979).

3.12.5 3.10.5 Organizational Citizenship Behavior

OCB can be defined as a voluntary behavior that goes beyond the job tasks and responsibilities and contributes to the effective social and psychological context of the organization that supports task performance (Fehr et al., 2017).

Organ, Podsakoff, and MacKenzie (2005) highlighted this discretionary act to include individual contributions that go beyond job descriptions and are not recognized by a formal reward system.

3.13 Instrument of Study

The study employs quantitative research design to conduct the research and utilizes survey questionnaire so that required data can be collected from the selected sample. The questionnaire includes close ended questions as done in most quantitative designs because they are easy to calculate, less time taking and requires less effort from participants in providing responses (Bryman and Bell, 2018). Researcher has to ensure validity, reliability and quality of the measures and items; therefore, it is recommended to use the tested scales that already exist in literature (Sekaran and Bougie, 2016). Keeping this in mind, the current study utilizes close ended measures, adopted from past authentic researches and is valid and reliable scales to measure the variables. 5 points Likert scale are used to measure the responses as they are convenient and popular scaling in the field of social sciences. Five-point Likert scale ranges from '1 to 5 where 1 is equals to strongly disagree and 5 equals to strongly agree. The five-point scale also increases the response rate and reduces participants' frustration which occurs if they have to provide lengthier responses (Boone and Boone, 2012).

In current study, 15 items to measure transformational leadership style (independent variable) are taken from Rafferty & Griffin (2004). Rafferty & Griffin (2004) have reported higher values of cronbach's alpha for their scale. Transformational leadership style consists of five subdimensions and each dimension is measured using three items on a 5-point Likert scale. 17 items of work engagement (mediating variable) are extracted from those of UWES which were developed by Schaufeli and Bakker, 2003. The UWES is the most commonly used measure of work engagement and it has been validated in several countries. In work engagement, 6 items are taken to measure the factor of vigor and absorption and 5 for dedication. This is the most widely used instrument of work engagement. Organizational citizenship behavior (dependent variable) is measured using OCB scale proposed by (Konovsky & Organ, 1996). Only Konovsky and Organ (1996) examined the factor structure of this measure. OCB is measured through 19-items of which 3 items are taken to measure the OCB factor of conscientiousness, 5 items are for the factor of sportsmanship, 4 items measure civic value, 3 items are for courtesy and 4 items are for Altruism. Nine items of moderator organizational culture were adapted from Wallach (1983). Researchers prefer to use this instrument as it is simple and allows the comparison of results internationally. There are three dimensions of organizational culture including bureaucratic culture, innovative culture and supportive culture. While, 23 items of three dimensions of paternalistic leadership were adapted from Cheng et al.(2004). This scale has excellent construct validity as well as superior internal consistency. These dimensions include benevolent, moral and authoritarianism leadership. Pretesting refers to a pilot study which is conducted to test the validity, reliability and quality of the questionnaire and to determine that how it can be further improved to reduce the errors I'm response (Bolton, 1993).

In pilot study, prepared questionnaire is given to small number of individuals from population so they can fill out the questionnaire and provide feedback regarding the items and measures of the instrument (Su & Parham, 2002). The primary objective of this process is to refine translation of questionnaire. Selected sample are given the questionnaire for pretesting and asked if they had any problem in understanding instructions, items, or any other step. This determines that whether the participants will be able to fully interpret the questions and their contexts that is being asked from them. In this case, questionnaire was not pretested as the questionnaires used in this thesis are well-established and are reliable & valid.

3.14 Data Collection Procedure

Eventually the data is collected from the decided sample size 390. 450 questionnaires are distributed to the respondents who are faculty members of selected Punjab universities. From distributed questionnaires 381 were returned and filled to analyze the results.

3.15 Statistical Procedures

Statistics refers to the branch of science that collect, organize and analyze a data set and draw inferences from sample to whole population (Winters et al., 2010). In order to implement appropriate statistical procedures in a data set, it is required to have a proper research design, appropriate sample size and a suitable choice of statistical test. Also, adequate know how of statistics is necessary to properly design an epidemiological research work. Otherwise, improper statistical procedures results in conclusions that is full of error (Spren, 2003). Descriptive statistics and inferential statistics are two classes of the procedure where descriptive describe the correlation of variables in a particular population and provide

data summary in form of mean, mode and median. Inferential statistics on other hand uses random sample of a data set of a population to make inferences about it. It proves to be valuable when it is impossible to investigate each member of the population. Descriptive statistics summarize the data by central tendency where observations are clustered around a central point, and dispersion, where the spread is tended in the direction of extremes. The variability is summarized in form of kurtosis, standard deviation, skewness, and minimum maximum variables (Ali & Bhaskar, 2016).

Inferential statistics analyze a data from sample and make inferences in larger collection of a population. This is done with the purpose of testing hypotheses which refers to the proposed explanation of phenomena. Inferential statistics also includes the term of 'null hypotheses represented by H_0 , H null and H naught. This terminology indicates that no relationship exists between the variables selected in the study. Alternative hypotheses that are denoted by H_a and H_1 indicate that the statements of the hypotheses are expected as confirmed (Nickerson, 2000).

Probability is another entity of statistical procedure which measures the likelihood of an event to occur. Probability is measured as a number which lies within the range of 0 to 1, where 0 denotes impossibility and 1 is for certainty. P value is the calculated probability for an occurrence of event by chance if null hypothesis is to be true. It is the probability of the event occurring by chance if the null hypothesis is true. P value lies between 0 and 1 and researcher interprets it to decide that whether a null hypothesis is to be retained or rejected.

3.16 Data Analysis Procedure

The collected data is analyzed empirically to examine the correlation among multi factor dependent and independent variables with moderating and mediating variables.

Structural equation model is recommended as the best method to do this by many researchers such as Hair et al., (2010). SEM in this study is used to specify and estimate the models of linear relationships among variables. This powerful and flexible tool integrates factor and multiple regression analysis both (Hair et al., 2010). This statistical technique is particularly valuable to analyze inferential data and to test hypotheses that are based on existing theories (Hoe, 2008).

3.17 Structural Equation Modeling (SEM)

SEM holds value in the array of other techniques because it utilizes measurement and structural models at same time as they both play distinct roles in the overall data analysis. The method includes various steps of analysis (Hair et al., 2010). Smart-PLS software is used for data analysis to apply SEM. The first step is to define the measurement theories of variable. This is done by theoretically defining the constructs as efficiently as possible because selecting the indicators and items of the variable heavily base on this definition. The scale items can either be developed by the researcher or can be adopted from previous reliable researches which is being mostly done in current researches. In any case, the items measuring the construct of study model sets the foundation for overall SEM analysis. (Hair et al., 2010). In the next step, latent constructs are included in model and measured indicators i-e items are given to every latent construct. Once individual variables are assigned to each construct a research design is induced to generate empirical results from the data. The design mainly revolves around the type of data for example quantitative or qualitative, sample size and its impact and missing data and how its impact would be eliminated. All these issues are addressed in the previous parts of methodology i-e research design and sampling techniques.

3.18 Validity of measures, Content and Construct

Next comes the testing of reliability and validity of the measures which are two basic criteria to evaluate a social research (Bryman, 2008). Validity and reliability are considered as essential tools for positivistic epistemology. Therefore, they are strongly compatible with a quantitative research (Altheide and Johnson, 1998). Validity is the extent of accuracy in terms of measurement instrument. If the instrument is precisely and accurately measuring the constructs then it is said to be valid for analysis (Mason, 2002). Although, validity is not a measure's property but it indicates the extent to which the assessment measures specific constructs in particular contexts. Thus, it can be said that a measure might be highly valid for one purpose and not for other (Herman, Osmundson and Dietel, 2010). Content validity is extent of correspondence among the items that constitutes a scale and the associated theoretical definition (Hair et al., 2010). It refers to the degree of association between the items and construct. The validity of content is generally through judgement (Hair et al., 2010). This validity does not sufficiently measure the validity of scale but helps in interpreting the scores of scales with common sense (Malhorta and Birks, 2007). Construct validity is degree to which instrument measures construct to which it is assigned. It is known as a very difficult type of validity to confirm (Malhorta and Birks, 2007). This form of validity revolves around divergent and convergent validity. Convergent validity is degree of correlation between the items of a construct. If items of a construct or scale is highly correlated then they are highly convergent in terms of validity (Malhorta and Birks, 2007). In this study, convergent validity is established through examination of factors that are statistically significant in terms of their loadings on each of the constructs. If estimate of standardized loading is 0.5 or higher then it reflects convergent validity. This validity is

further assessed through examination of AVE (average variance extracted) from measures. 0.5 or more AVE reflects the constructs are adequately convergent valid (Hair et al., 2010).

Divergent validity refers to the degree of difference among constructs (Hair et al., 2010). This validity demonstrates low level of correlation among constructs. Therefore, high score of divergent validity indicates that a construct possesses some phenomena that others don't (Hair et al., 2010). In current study, divergent validity is assessed through the comparison between AVEs' square roots and correlation estimate among constructs. If square root of a construct's AVE is higher as compared to the correlation estimation between that construct and others then the divergent validity is considered to be evident in the construct.

3.19 Reliability

Reliability is the extent of consistency and stability of a measure. It also refers to the degree to which a measure produces results that can be replicated over time (Bryman, 2008). Cronbach's alpha is one of the most popular measure of reliability that researchers tend to use on their study (Malhorta and Birks, 2007). As per Kline (1999), Cronbach's alpha values that lie between 0.6 and 0.8 are more likely to be acceptable. A critical issue with this measure is the positive relationship that exist between Cronbach's alpha and the number of items in scale i.e the increase in number of scale items results into the increase of Cronbach's alpha value. Therefore, Cronbach's alpha might inflate inappropriately on including various redundant items (Hair et al., 2010). In order to eliminate this problem, reliability measures are suggested to be derived from CFA (confirmatory factor analysis). These measures are comprised of composite reliability and AVE which are considered to be the measures that provide highly rigorous outcomes. Accordingly, the constructs' reliability in the study is assessed through Cronbach's alpha, AVE and composite reliability, where composite

reliability is the degree of share that exists in the measurement of a construct in a set of indicators (Koufteros, Babar & Kaighobadi, 2009). It measures internal consistency and homogeneity of the items included in a scale. Highly reliable constructs have highly correlated indicators which indicates that all indicators are measuring common latent construct. If the value of Composite reliability is 0.6 or more than they are more likely to be acceptable. However, value of 0.8 or more is more preferable (Bagozzi and Yi, 1988).

AVE is the Supplementary measure to composite reliability and AVE is measure of overall variance amount in indicators that latent construct account for (Koufteros, Babar & Kaighobadi, 2009). 0.5 and more is the recommended level of extracted variance.

3.20 Conclusion

The present research attempts to study the leadership style in public and private education institutes and study its effect on OCBs of the employees as being moderated by culture and mediated by level of their work engagement. The selection criteria for leaders in both settings are different. This will enable the researcher in determining what type of leading style is best suited for higher education institutes. Academic leadership relies on its leader and it is a very significant position. Leader plays critical role and is central to the development of individuals, organizations and societies. Moreover, the present research will also attempt to find out the perceptual gaps between different stakeholders and planners on the pros and cons of the new method of selecting and hiring the leader. In future, this research can be extended to include the education institutes of other cities of Pakistan. Furthermore, this will help in comparing the leading styles employed in different cities resulting in some policy suggestions for the planners to find out which leading style is more appropriate for what kind of institute. Few research studies have focused on leadership style

in universities of Pakistan especially paternalistic leadership is studied rarely in Pakistan. It will give new research directions for future researches.

3.21 Summary

This chapter discussed the research methodology in detail and gave the reasoning as to why specific strategy, method and technique was selected by the researcher. The researcher explained different research paradigms and then gave justification for choosing quantitative research paradigm. Similarly, the research discussed quantitative research design employed in this study alongwith survey research methods, population of study, criteria to select a sample size and selection of survey instrument for this research.

4 CHAPTER FOUR: RESULTS & INTERPRETATION

4.1 Introduction of Chapter

This chapter describes the analysis conducted and results extracted accordingly based on survey carried among the Higher Education Institutes in Lahore, Punjab, Pakistan. Two Statistical packages are used to analyze raw data including Statistical Package for Social Sciences (SPSS) and Smart PLS. Both of these packages are being used at mass scales by academic scholars. Results and mainly divided in three section. Firstly, demographic and descriptive analysis, secondly, inferential analysis based of correlation and hierarchical regression and last section mainly covers structural equation modeling.

Table 4.1: Frequency Distribution (Public and Private Universities)

Characteristics	Percentage
<i>Gender</i>	
Male	237(62.2%)
Female	144(37.7)
<i>Qualification</i>	
Master/MS/M.Phil.	260(68.1%)
Ph.D.	37(9.7%)
Academic+ Professional Qualification/Certification	84 (22.0%)
<i>Age</i>	
Below 30	67(17.5%)
31-45	201(52.7%)
46-60	99(25.9%)
Above 60	14(3.6%)
<i>Income Level</i>	
Below Rs. 50,000	74(19.4%)

Rs. 50,001-Rs.100,000	169(44.3%)
Rs. 100,001-Rs.200,000	111(29.1%)
Above Rs. 200,000	27(7.0%)
TotalExperience	
1-3 Years	61 (16.01%)
4-6 Years	104 (27.2%)
7-10 Years	125 (32.8%)
11-15 Years	57 (14.9 %)
16-20 Years	25 (6.5%)
20+ Years	9 (2.36%)
Organization	
Public	201 (52.8%)
Private	180 (47.2%)

It is shown in Table 4.1 that there were 237 (62.2 %) male respondents and 144 (37.7 %) female respondents. However, data was collected unbiased from both male and female respondents. As for as their qualification is concerned, results show that 260 (68.1%) respondents had Master/MS/M.Phil. degrees, 37 (9.7%) respondents had a PhD degree and 84 (22.0%) respondents had both academic as well as professional qualification or certification.

With respect to the age, 67(17.5%) respondents were below 30 years old, 201(52.7%) respondents were 31-45 years old, 99(25.9%) respondents were 46-60 years old and 14(3.6%) respondents were above 60 years old. When respondents were asked about their monthly income, they were answered that 74(19.4%) respondents had below Rs. 50,000 monthly income, 169(44.3%) respondents had Rs. 50,001-Rs.100,000 monthly income, 111(29.1%) respondents had Rs. 100,001-Rs.200,000 monthly income and only 27(7.0%) respondents had above Rs. 200,000 monthly income. Regarding the total experience with Higher Education Institutes, 61 (16.01%) respondents served for 1-3 years, 104 (27.2 %)

respondents served for 4-6 years, 125 (32.8%) respondents served for 7-10 years, 57 (14.9 %) respondents served for 11-15 years and 25 (6.5 %) respondents served for 16-20 years. There are 201 (52.8 %) respondents from Public Higher Education Institutes and 180 (47.2%) respondents from Private Higher Education Institutes who participated in the survey.

Table 4.2: Descriptive Statistics (Mean and Std. Deviation)

Variables	Public Universities		Private Universities	
	Mean	Std. Deviation	Mean	Std. Deviation
	Statistic	Statistic	Statistic	Statistic
Intellectual Stimulation	3.2682	.77368	3.7278	.75302
Vision	3.1712	.82461	3.6500	.82803
Inspirational communication	3.2313	.69579	3.7056	.71869
Supportive leadership	3.3507	.78906	3.8000	.81980
Personal Recognition	3.4192	.71980	3.8028	.79804
Benevolent Leadership	3.1711	.64402	3.1583	.64729
Moral Leadership	3.1393	.74885	3.1139	.75907
Authoritarianism	3.1759	.71124	3.1500	.72659
Vigor	3.7032	.72018	3.6778	.71813
Dedication	3.6239	.81721	3.5711	.81443
Absorption	3.5887	.81752	3.5981	.82515
Bureaucratic Culture	3.6876	.83065	2.4481	.85244
Supportive Culture	3.2264	.86972	3.6722	.86842
Innovative Culture	2.6131	.75133	3.6981	.74635
Conscientiousness	3.6451	.85705	3.6065	.86323
Sportsmanship	3.8030	.71006	3.7422	.70702
Civic Virtue	3.6070	.71002	3.5250	.73095
Courtesy	3.5854	.81345	3.5274	.81897
Altruism	3.6841	.83760	3.6111	.84033

It is shown in table 4.2 (descriptive statistics) all the variables had mean scores above than 3.0 / 5.0 except Bureaucratic Culture (2.6481) for private universities. All the items with respect to transformational leadership, paternalistic leadership, work engagement, organizational culture and organizational citizenship behavior are measured on five-point Likert scale (strongly agree = 5 to strongly disagree 1). Overall, there is no major mean difference in responses from respondents of Public and Private Higher Education Institutes except cultural values. Private Higher Education Institutes have more supportive and innovative cultural values and less likely to practice bureaucratic cultural values while Public Higher Education Institutes are less likely to practice innovative cultural values and bureaucratic culture is deeply rooted in Public Higher Education Institutes.

Table 4.3: Descriptive Statistics (Data Normality)

Variables	Public Universities		Private Universities	
	Skewness	Kurtosis	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic
Intellectual Stimulation	-.815	.360	-.834	.512
Vision	-.428	-.533	-.442	-.512
Inspirational communication	-.387	-.154	-.409	-.165
Supportive leadership	-.646	.520	-.683	.724
Personal Recognition	-1.011	.739	-.902	.678
Benevolent Leadership	-.783	.227	-.901	.779
Moral Leadership	-.652	.305	-.704	.303
Authoritarianism	-.691	.208	-.646	.318
Vigor	-.771	.481	-.654	.391
Dedication	-.882	.749	-.854	.747
Absorption	-.568	-.031	-.586	.067

Bureaucratic Culture	-.310	-.630	-.285	-.470
Supportive Culture	-.521	-.347	-.521	-.351
Innovative Culture	-.382	-.738	-.370	-.704
Conscientiousness	-.507	-.389	-.521	-.288
Sportsmanship	-.675	.015	-.467	-.335
Civic Virtue	-.426	-.272	-.462	-.016
Courtesy	-.393	-.384	-.312	-.265
Altruism	-.571	-.017	-.495	-.110

Table 4.3 reports normality statistics including skewness and kurtosis values. Basically, normality of data represents to the normal distribution of sample data which is imperative to the multivariate analysis and liner combination. Data screening to data normality is a common approach in multivariate analysis. Two mainly used statistical measures are skewness and kurtosis values. Skewness value advocates data symmetry or normal distribution towards mean. Conversely, kurtosis value advocates data flatness in normal distribution. As suggested normal skewness value must be less than 2.0 and kurtosis value less than 7.0, however, if so, then the data is normally distributed and there is no serious issue of violation in normality assumption. Skewness and kurtosis values in above table posit that there is no serious issue of violation in normality assumption owing to the all skewness values < (2.0) and kurtosis values > (7.0).

Table 4.4 shows that results of internally consistency (Cronbach's alpha values). Cronbach's alpha is the measure of internal consistency of items/questions of a variable. Internal consistency represents the reliability of instrument. Its cut-off value defined as 0.60 by (Nunnally, 1994). Cronbach's alpha value greater than 0.60 posits that all items to measure a variable are strongly correlated based on split-half estimates (Nunnally, 1994).

Cronbach's alpha values of both private and public sector higher education institutes are greater than 0.60. It represents internal consistency of items to measure paternalistic leadership, transformational leadership, work engagement, organizational culture and organizational citizenship behavior.

Table 4.4: Internal Consistency

Variables	Public Universities		Private Universities	
	Items	Cronbach's alpha	Items	Cronbach's alpha
Intellectual Stimulation	5	.695	5	.671
Vision	3	.736	3	.738
Inspirational communication	3	.710	3	.688
Supportive leadership	2	.772	2	.745
Personal Recognition	4	.765	4	.781
Benevolent Leadership	10	.750	10	.756
Moral Leadership	6	.709	6	.736
Authoritarianism	7	.686	7	.704
Vigor	6	.674	6	.666
Dedication	5	.719	5	.702
Absorption	6	.730	6	.745
Bureaucratic Culture	3	.733	3	.739
Supportive Culture	3	.713	3	.716
Innovative Culture	3	.619	3	.695
Conscientiousness	3	.635	3	.751
Sportsmanship	5	.686	5	.772
Civic Virtue	4	.719	4	.742
Courtesy	3	.727	3	.772
Altruism	4	.706	4	.710

Table 4.5: Public Universities’ Results Correlation Analysis Between Transformational Leadership & Organizational Citizenship Behavior

	1	2	3	4	5	6	7	8	9	10
Conscientiousness	1	.649**	.565**	.625**	.678**	.575**	.616**	.432**	.414**	.444**
Sportsmanship	.649**	1	.643**	.531**	.720**	.788**	.609**	.567**	.626**	.447**
Civic Virtue	.565**	.643**	1	.537**	.621**	.618**	.538**	.472**	.702**	.545**
Courtesy	.625**	.531**	.537**	1	.526**	.557**	.633**	.301**	.303**	.391**
Altruism	.678**	.720**	.621**	.526**	1	.701**	.560**	.432**	.537**	.483**
Intellectual Stimulation	.575**	.788**	.618**	.557**	.701**	1	.596**	.520**	.533**	.500**
Vision	.616**	.609**	.538**	.633**	.560**	.596**	1	.469**	.363**	.385**
Inspirational communication	.432**	.567**	.472**	.301**	.432**	.520**	.469**	1	.427**	.444**
Supportive leadership	.414**	.626**	.702**	.303**	.537**	.533**	.363**	.427**	1	.598**
Personal Recognition	.444**	.447**	.545**	.391**	.483**	.500**	.385**	.444**	.598**	1

Table 4.5 shows that conscientiousness predictor of organizational citizenship behavior significantly correlates with all predictors of transformational leadership including Intellectual stimulation, Vision, Inspirational communication, Supportive leadership and Inspirational motivation of respondents from public sector higher education institutes. Correlation values range from 0.414 to 0.616 with 99 percent or more confidence level. Sportsmanship a predictor of organizational citizenship behavior significantly correlates with all measures of transformational leadership to the respondents from public sector higher education institutes. Correlation values range from 0.447 to 0.788 with 99 percent confidence level. Civic value a predictor of organizational citizenship behavior significantly correlates with all transformational leadership measures. Correlation values range from 0.472 to 0.702 with 99 percent confidence level. Courtesy a predictor of organizational citizenship behavior

significantly correlates with all measures of transformational leadership. Correlation values range from 0.301 to 0.557 with 99 percent confidence level. Altruism a predictor of organizational citizenship behavior significantly correlates with all measures of transformational leadership. Correlation values range from 0.432 to 0.701 with 99 percent confidence level.

Table 4.6: Public Universities' Results Correlation Analysis Between Paternalistic Leadership & Organizational Citizenship Behavior

	1	2	3	4	5	6	7	8
Conscientiousness	1	.649**	.565**	.625**	.678**	.584**	.564**	.663**
Sportsmanship	.649**	1	.643**	.531**	.720**	.762**	.706**	.756**
Civic Virtue	.565**	.643**	1	.537**	.621**	.727**	.702**	.658**
Courtesy	.625**	.531**	.537**	1	.526**	.617**	.549**	.694**
Altruism	.678**	.720**	.621**	.526**	1	.626**	.560**	.556**
Benevolent Leadership	.584**	.762**	.727**	.617**	.626**	1	.743**	.856**
Moral Leadership	.564**	.706**	.702**	.549**	.560**	.743**	1	.781**
Authoritarianism	.663**	.756**	.658**	.694**	.556**	.856**	.781**	1

Table 4.6 shows that conscientiousness significantly correlates with all predictors of paternalistic leadership including benevolent, moral and authoritarianism leadership. Correlation values range from 0.564 to 0.663 with 99 percent or more confidence level. Sportsmanship significantly correlates with all measures of paternalistic leadership to the public sector higher education institutes. Correlation values range from 0.706 to 0.762 with 99 percent confidence level. Civic virtue significantly correlates with all measures of

paternalistic leadership to the public sector higher education institutes. Correlation values range from 0.658 to 0.727 with 99 percent confidence level. Courtesy significantly correlates with all measures of paternalistic leadership to the public sector higher education institutes. Correlation values range from 0.594 to 0.694 with 99 percent confidence level. Altruism significantly correlates with all measures of paternalistic leadership to the public sector higher education institutes. Correlation values range from 0.556 to 0.626 with 99 percent confidence level.

Table 4.7: Public Universities' Results Correlation Analysis Between Work Engagement & Organizational Citizenship Behavior

	1	2	3	4	5	6	7	8
Conscientiousness	1	.649**	.565**	.625**	.678**	.647**	.639**	.649**
Sportsmanship	.649**	1	.643**	.531**	.720**	.806**	.626**	.686**
Civic Virtue	.565**	.643**	1	.537**	.621**	.603**	.731**	.635**
Courtesy	.625**	.531**	.537**	1	.526**	.523**	.669**	.591**
Altruism	.678**	.720**	.621**	.526**	1	.598**	.689**	.501**
Vigor	.647**	.806**	.603**	.523**	.598**	1	.747**	.763**
Dedication	.639**	.626**	.731**	.669**	.689**	.747**	1	.717**
Absorption	.649**	.686**	.635**	.591**	.501**	.763**	.717**	1

Table 4.7 shows that conscientiousness significantly correlates with all predictors of mediator work engagement including vigor, dedication and absorption. Correlation values range from 0.639 to 0.649 with 99 percent or more confidence level. Sportsmanship significantly correlates with vigor, dedication and absorption to the public sector higher education institutes. Correlation values range from 0.626 to 0.806 with 99 percent confidence

level. Civic virtue significantly correlates with vigor, dedication and absorption to the public sector higher education institutes. Correlation values range from 0.603 to 0.731 with 99 percent confidence level. Courtesy significantly correlates with vigor, dedication and absorption to the public sector higher education institutes. Correlation values range from 0.523 to 0.669 with 99 percent confidence level. Altruism significantly correlates with vigor, dedication and absorption to the public sector higher education institutes. Correlation values range from 0.501 to 0.689 with 99 percent confidence level.

Table 4.8: Public Universities' Results Correlation Analysis Between Organizational Culture & Organizational Citizenship Behavior

	1	2	3	4	5	6	7	8
Conscientiousness	1	.649**	.565**	.625**	.678**	.688**	.597**	.557**
Sportsmanship	.649**	1	.643**	.531**	.720**	.632**	.555**	.665**
Civic Virtue	.565**	.643**	1	.537**	.621**	.502**	.567**	.611**
Courtesy	.625**	.531**	.537**	1	.526**	.586**	.544**	.529**
Altruism	.678**	.720**	.621**	.526**	1	.606**	.580**	.561**
Bureaucratic Culture	.688**	.632**	.502**	.586**	.606**	1	.615**	.600**
Innovative Culture	.597**	.555**	.567**	.544**	.580**	.615**	1	.521**
Supportive Culture	.557**	.665**	.611**	.529**	.561**	.600**	.521**	1

Table 4.8 shows that conscientiousness significantly correlates with all predictors of moderator organizational culture including bureaucratic, innovative and supportive cultures. Correlation values range from 0.557 to 0.688 with 99 percent or more confidence level. Sportsmanship significantly correlates with bureaucratic, innovative and supportive cultures to the public sector higher education institutes. Correlation values range from 0.555 to 0.665

with 99 percent confidence level. Civic virtue significantly correlates with bureaucratic, innovative and supportive cultures to the public sector higher education institutes. Correlation values range from 0.502 to 0.611 with 99 percent confidence level. Courtesy significantly correlates with bureaucratic, innovative and supportive cultures to the public sector higher education institutes. Correlation values range from 0.529 to 0.586 with 99 percent confidence level. Altruism significantly correlates with bureaucratic, innovative and supportive cultures to the public sector higher education institutes. Correlation values range from 0.561 to 0.606 with 99 percent confidence level.

Table 4.9: Private Universities' Results Correlation Analysis Between Transformational Leadership & Organizational Citizenship Behavior

	1	2	3	4	5	6	7	8	9	10
Conscientiousness	1	.714**	.616**	.610**	.665**	.629**	.625**	.592**	.588**	.615**
Sportsmanship	.714**	1	.705**	.583**	.725**	.761**	.624**	.645**	.553**	.570**
Civic Virtue	.616**	.705**	1	.640**	.634**	.601**	.525**	.553**	.717**	.603**
Courtesy	.610**	.583**	.640**	1	.582**	.536**	.555**	.415**	.515**	.552**
Altruism	.665**	.725**	.634**	.582**	1	.689**	.569**	.559**	.606**	.564**
Intellectual Stimulation	.629**	.761**	.601**	.536**	.689**	1	.579**	.561**	.473**	.549**
Vision	.625**	.624**	.525**	.555**	.569**	.579**	1	.514**	.389**	.449**
Inspirational communication	.592**	.645**	.553**	.415**	.559**	.561**	.514**	1	.510**	.487**
Supportive leadership	.588**	.553**	.717**	.515**	.606**	.473**	.389**	.510**	1	.612**
Personal Recognition	.615**	.570**	.603**	.552**	.564**	.549**	.449**	.487**	.612**	1

Table 4.9 shows that conscientiousness predictor of organizational citizenship behavior significantly correlates with all predictors of transformational leadership including

Intellectual stimulation, Vision, Inspirational communication, Supportive leadership and Inspirational motivation of respondents from private sector higher education institutes. Correlation values range from 0.588 to 0.629 with 99 percent or more confidence level.

Sportsmanship a predictor of organizational citizenship behavior significantly correlates with all measures of transformational leadership to the respondents from private sector higher education institutes. Correlation values range from 0.553 to 0.761 with 99 percent confidence level. Civic value a predictor of organizational citizenship behavior significantly correlates with all transformational leadership measures. Correlation values range from 0.525 to 0.717 with 99 percent confidence level. Courtesy a predictor of organizational citizenship behavior significantly correlates with all measures of transformational leadership. Correlation values range from 0.415 to 0.555 with 99 percent confidence level. Altruism a predictor of organizational citizenship behavior significantly correlates with all measures of transformational leadership. Correlation values range from 0.559 to 0.689 with 99 percent confidence level.

Table 4.10 shows that conscientiousness significantly correlates with all predictors of paternalistic leadership including benevolent, moral and authoritarianism leadership. Correlation values range from 0.579 to 0.648 with 99 percent or more confidence level. Sportsmanship significantly correlates with all measures of paternalistic leadership to the private sector higher education institutes. Correlation values range from 0.685 to 0.755 with 99 percent confidence level. Civic virtue significantly correlates with all measures of paternalistic leadership to the private sector higher education institutes. Correlation values range from 0.635 to 0.703 with 99 percent confidence level. Curtesy significantly correlates with all measures of paternalistic leadership to the private sector higher education institutes.

Correlation values range from 0.537 to 0.634 with 99 percent confidence level. Altruism significantly correlates with all measures of paternalistic leadership to the private sector higher education institutes. Correlation values range from 0.542 to 0.597 with 99 percent confidence level.

Table 4.10: Private Universities' Results Correlation Analysis Between Paternalistic Leadership & Organizational Citizenship Behavior

	1	2	3	4	5	6	7	8
Conscientiousness	1	.714**	.616**	.610**	.665**	.648**	.579**	.705**
Sportsmanship	.714**	1	.705**	.583**	.725**	.755**	.685**	.742**
Civic Virtue	.616**	.705**	1	.640**	.634**	.703**	.635**	.654**
Courtesy	.610**	.583**	.640**	1	.582**	.601**	.537**	.634**
Altruism	.665**	.725**	.634**	.582**	1	.597**	.562**	.542**
Benevolent Leadership	.648**	.755**	.703**	.601**	.597**	1	.744**	.851**
Moral Leadership	.579**	.685**	.635**	.537**	.562**	.744**	1	.777**
Authoritarianism	.705**	.742**	.654**	.634**	.542**	.851**	.777**	1

Table 4.11 shows that conscientiousness significantly correlates with all predictors of mediator work engagement including vigor, dedication and absorption. Correlation values range from 0.617 to 0.666 with 99 percent or more confidence level. Sportsmanship significantly correlates with vigor, dedication and absorption to the private sector higher education institutes. Correlation values range from 0.612 to 0.745 with 99 percent confidence level. Civic virtue significantly correlates with vigor, dedication and absorption to the private sector higher education institutes. Correlation values range from 0.540 to 0.656 with 99

percent confidence level. Courtesy significantly correlates with vigor, dedication and absorption to the private sector higher education institutes. Correlation values range from 0.475 to 0.584 with 99 percent confidence level. Altruism significantly correlates with vigor, dedication and absorption to the private sector higher education institutes. Correlation values range from 0.503 to 0.659 with 99 percent confidence level.

Table 4.11: Private Universities' Results Correlation Analysis Between Paternalistic Leadership & Work Engagement

	1	2	3	4	5	6	7	8
Conscientiousness	1	.714**	.616**	.610**	.665**	.645**	.617**	.666**
Sportsmanship	.714**	1	.705**	.583**	.725**	.745**	.612**	.692**
Civic Virtue	.616**	.705**	1	.640**	.634**	.540**	.656**	.628**
Courtesy	.610**	.583**	.640**	1	.582**	.475**	.584**	.574**
Altruism	.665**	.725**	.634**	.582**	1	.547**	.659**	.503**
Vigor	.645**	.745**	.540**	.475**	.547**	1	.712**	.754**
Dedication	.617**	.612**	.656**	.584**	.659**	.712**	1	.704**
Absorption	.666**	.692**	.628**	.574**	.503**	.754**	.704**	1

Table 4.12 shows that conscientiousness significantly correlates with all predictors of moderator organizational culture including bureaucratic, innovative and supportive cultures. Correlation values range from 0.537 to 0.665 with 99 percent or more confidence level. Sportsmanship significantly correlates with bureaucratic, innovative and supportive cultures to the private sector higher education institutes. Correlation values range from 0.554 to 0.646 with 99 percent confidence level. Civic virtue significantly correlates with bureaucratic, innovative and supportive cultures to the private sector higher education institutes. Correlation values range from 0.517 to 0.546 with 99 percent confidence level. Courtesy

significantly correlates with bureaucratic, innovative and supportive cultures to the private sector higher education institutes. Correlation values range from 0.478 to 0.513 with 99 percent confidence level. Altruism significantly correlates with bureaucratic, innovative and supportive cultures to the private sector higher education institutes. Correlation values range from 0.500 to 0.570 with 99 percent confidence level.

Table 4.12: Private Universities' Results Correlation Analysis Between Paternalistic Leadership & Organizational Culture

	1	2	3	4	5	6	7	8
Conscientiousness	1	.714**	.616**	.610**	.665**	.665**	.568**	.537**
Sportsmanship	.714**	1	.705**	.583**	.725**	.646**	.554**	.598**
Civic Virtue	.616**	.705**	1	.640**	.634**	.517**	.534**	.546**
Courtesy	.610**	.583**	.640**	1	.582**	.513**	.478**	.496**
Altruism	.665**	.725**	.634**	.582**	1	.535**	.570**	.500**
Vigor	.665**	.646**	.517**	.513**	.535**	1	.605**	.554**
Dedication	.568**	.554**	.534**	.478**	.570**	.605**	1	.504**
Absorption	.537**	.598**	.546**	.496**	.500**	.554**	.504**	1

Table 4.13: Hierarchical Regression Conscientiousness and Leadership Style

Predictors	Public Universities		Private Universities	
	Model 1	Model 2	Model 1	Model 2
Intellectual Stimulation	.221**	.082	.183**	.220
Vision	.389**	.292**	.278**	.209**
Inspirational communication	.054**	.029*	.150**	.146**
Supportive leadership	.057**	.055**	.198**	.221**
Personal Recognition	.125*	.143**	.195**	.176**
Benevolent Leadership	-	.215**	-	.186**
Moral Leadership	-	.064	-	.011
Authoritarianism	-	.415**	-	.354**
R2	.469	.513	.783	.799
F Statistic	34.485	25.238	55.271	37.789
Prob	0.000	0.000	0.000	0.000

Coefficient values of Vision had shown 0.292 and 0.209 units change in conscientiousness for teaching staff of public and private sector higher education institutes respectively. Coefficient values of inspirational communication had shown 0.029 and 0.146 units change in conscientiousness for teaching staff of public and private sector higher education institutes respectively. Coefficient values of supportive leadership had shown 0.055 and 0.221 units change in conscientiousness for teaching staff of public and private sector higher education institutes respectively. Coefficient values of personal recognition had shown 0.143 and 0.176 units change in conscientiousness for teaching staff of public and private sector higher education institutes respectively. On the other hand, coefficient values of benevolent leadership had shown 0.215 and 0.186 units change in conscientiousness for teaching staff of public and private sector higher education institutes respectively. Coefficient values of authoritarianism leadership had

shown 0.415 and 0.354 units change in conscientiousness for teaching staff of public and private sector higher education institutes respectively.

Table 4.14: Hierarchical Regression Sportsmanship and Leadership Styles

Predictors	Public Universities		Private Universities	
	Model 1	Model 2	Model 1	Model 2
Intellectual Stimulation	.507**	.405	.444	.334**
Vision	.175**	.111*	.182**	.115**
Inspirational communication	.145*	.124*	.205*	.175**
Supportive leadership	.302**	.265**	.127	.102**
Personal Recognition	.120**	.113*	.037	.040*
Benevolent Leadership	-	.011*	-	.093*
Moral Leadership	-	.114**	-	.141**
Authoritarianism	-	.123**	-	.314**
R ²	.717	.727	.684	.697
F Statistic	102.496	67.426	78.366	52.368
Prob	0.000	0.000	0.000	0.000

The above table shows hierarchical regression models to analyze the impact of paternalistic and transformational leadership styles on predictor sportsmanship in organizational citizenship behavior for public and private higher education institutes separately. Results from public higher education institutes had shown the variation caused in sportsmanship owing to the transformational leadership was 0.717 and it was increased to 0.727 in second model include both transformational and paternalistic leadership styles. On the other hand, private higher education institutes had shown the variation caused in sportsmanship owing to the transformational leadership was 0.684 and it was increased to 0.697 in second model include both transformational and paternalistic leadership styles. All the coefficient values are significant in model 1 (transformational leadership to sportsmanship) except intellectual stimulation, inspirational motivation and supportive leadership in private higher education institutes and coefficients values of intellectual stimulation is insignificant in model 2 of public sector higher education institutes. Coefficient values of Vision had shown 0.111 and 0.115 units change in sportsmanship for teaching staff of public and private sector higher education institutes respectively. Coefficient values of inspirational communication had shown 0.124 and 0.175 units change in sportsmanship for teaching staff of public and private sector higher education institutes respectively.

Coefficient values of supportive leadership had shown 0.265 and 0.102 units change in sportsmanship for teaching staff of public and private sector higher education institutes respectively. Coefficient values of personal recognition had shown 0.113 and 0.040 units change in sportsmanship for teaching staff of public and private sector higher education institutes respectively. On the other hand, coefficient values of benevolent leadership had shown 0.011 and 0.093 units change in sportsmanship for teaching staff of public and private sector higher education institutes respectively.

Coefficient values of moral leadership had shown 0.114 and 0.141 units change in sportsmanship for teaching staff of public and private sector higher education institutes respectively. Coefficient values of authoritarianism leadership had shown 0.123 and 0.314 units change in sportsmanship for teaching staff of public and private sector higher education institutes respectively.

Table 4.15: Hierarchical Regression Altruism and Leadership Styles

Predictors	Public Universities		Private Universities	
	Model 1	Model 2	Model 1	Model 2
Intellectual Stimulation	.451**	.566**	.301**	.346**
Vision	.199**	.263**	.109**	.121**
Inspirational communication	.007	.020	.142**	.181**
Supportive leadership	.183**	.191**	.100*	.116*
Personal Recognition	.074	.086	.054*	.076**
Benevolent Leadership	-	.012	-	.124**
Moral Leadership	-	.107**	-	.187**
Authoritarianism	-	.302**	-	.364**
R ²	.548	.563	.601	.636
F Statistic	49.486	33.249	81.103	97.678
Prob	0.000	0.000	0.000	0.000

The above table shows hierarchical regression models to analyze the impact of paternalistic and transformational leadership styles on predictor altruism in organizational citizenship behavior for public and private higher education institutes separately. Results from public higher education institutes had shown the variation caused in altruism owing to the transformational leadership was 0.548 and it was increased to 0.563 in second model include both transformational and paternalistic leadership styles. On the other hand, private higher education institutes had shown the variation caused in altruism owing to the transformational leadership was 0.601 and it was increased to 0.636 in second model include both transformational and paternalistic leadership styles. All the coefficient values are significant in model 1 (transformational leadership to altruism) except inspirational communication and personal recognition in public higher education institutes. Coefficient values of intellectual stimulation had shown 0.566 and 0.346 units change in altruism for teaching staff of public and private sector higher education institutes respectively. Coefficient values of Vision had shown 0.263 and 0.121 units change in altruism for teaching staff of public and private sector higher

education institutes respectively. Coefficient values of inspirational communication had shown 0.181 units change in altruism for teaching staff of private sector higher education institutes. Coefficient values of supportive leadership had shown 0.191 and 0.116 units change in altruism for teaching staff of public and private sector higher education institutes respectively. Coefficient values of personal recognition had shown 0.076 units change in altruism for teaching staff of private sector higher education institutes. On the other hand, coefficient values of benevolent leadership had shown 0.124 units change in altruism for teaching staff of private sector higher education institutes. Coefficient values of moral leadership had shown 0.107 and 0.187 units change in altruism for teaching staff of public and private sector higher education institutes respectively. Coefficient values of authoritarianism leadership had shown 0.302 and 0.364 units change in altruism for teaching staff of public and private sector higher education institutes respectively.

Table 4.16: Hierarchical Regression Civic Virtue to Leadership Styles

Predictors	Public Universities		Private Universities	
	Model 1	Model 2	Model 1	Model 2
Intellectual Stimulation	.185**	.244**	.193**	.235**
Vision	.209**	.100*	.141**	.044*
Inspirational communication	.046	.003	.082	.040
Supportive leadership	.464**	.346**	.460**	.426**
Personal Recognition	.073*	.080*	.113*	.174**
Benevolent Leadership	-	.169**	-	.120**
Moral Leadership	-	.310**	-	.200**
Authoritarianism	-	.018*	-	.063*
R ²	.605	.654	.623	.669
F Statistic	12.397	48.280	60.059	43.179
Prob	0.000	0.000	0.000	0.000

The above table shows hierarchical regression models to analyze the impact of paternalistic and transformational leadership styles on predictor civic virtue in organizational citizenship behavior for public and private higher education institutes separately. Results from public higher education institutes had shown the variation caused in civic virtue owing to the transformational leadership was 0.605 and it was increased to 0.654 in second model include both transformational and paternalistic leadership styles. On the other hand, private higher education institutes had shown the variation caused in civic virtue owing to the transformational leadership was 0.623 and it was increased to 0.669 in second model include both transformational and paternalistic leadership styles.

All the coefficient values are significant in model 1 and 2 except inspirational communication in both private and public sector higher education institutes. Coefficient values of intellectual stimulation had shown 0.244 and 0.235 units change in civic virtue for teaching staff of public and private sector higher education institutes respectively. Coefficient values of Vision had shown 0.100 and 0.044 units change in civic virtue for teaching staff of public and private sector higher education institutes respectively. Coefficient values of supportive leadership had shown 0.346 and 0.426 units change in civic virtue for teaching staff of public and private sector higher education institutes respectively. Coefficient values of personal recognition had shown 0.080 and 0.174 units change in civic virtue for teaching staff of public and private sector higher education institutes respectively. On the other hand, coefficient values of benevolent leadership had shown 0.169 and 0.120 units change in civic virtue for teaching staff of public and private sector higher education institutes respectively. Coefficient values of moral leadership had shown 0.310 and 0.200 units change in civic virtue for teaching staff of public and private sector higher education institutes respectively. Coefficient values of authoritarianism leadership had shown 0.018 and 0.063 units change in civic virtue for teaching staff of public and private sector higher education institutes respectively.

Table 4.17: Hierarchical Regression Courtesy to Leadership Styles

Predictors	Public Universities		Private Universities	
	Model 1	Model 2	Model 1	Model 2
Intellectual Stimulation	.290**	.237*	.168**	.231**
Vision	.480**	.296**	.304**	.201**
Inspirational communication	.113	.191**	.048	.087
Supportive leadership	.069*	.164**	.207**	.194**
Personal Recognition	.153**	.134**	.220**	.180**
Benevolent Leadership	-	.161**	-	.020
Moral Leadership	-	.013*	-	.025*
Authoritarianism	-	.500**	-	.308**
R ²	.456	.548	.451	.474
F Statistic	34.583	31.317	30.429	21.163
Prob	0.000	0.000	0.000	0.000

The above table shows hierarchical regression models to analyze the impact of paternalistic and transformational leadership styles on predictor courtesy in organizational citizenship behavior for public and private higher education institutes separately. Results from public higher education institutes had shown the variation caused in courtesy owing to the transformational leadership was 0.456 and it was increased to 0.548 in second model include both transformational and paternalistic leadership styles. On the other hand, private higher education institutes had shown the variation caused in courtesy owing to the transformational leadership was 0.451 and it was increased to 0.474 in second model include both transformational and paternalistic leadership styles. All the coefficient values are significant in model 1 and 2 except inspirational communication in both private and public sector higher education institutes.

Coefficient values of intellectual stimulation had shown 0.237 and 0.231 units change in courtesy for teaching staff of public and private sector higher education institutes respectively. Coefficient values of Vision had shown 0.296 and 0.201 units change in courtesy for teaching staff of public and private sector higher education institutes respectively. Coefficient values of supportive leadership had shown 0.164 and 0.194 units change in courtesy for teaching staff of public and private sector higher education institutes respectively. Coefficient values of personal recognition had shown 0.134 and 0.180 units change in courtesy for teaching staff of public and private sector higher education institutes respectively. On the other hand, coefficient values of benevolent leadership had shown 0.161 units change in courtesy for teaching staff of public sector higher education institutes. Coefficient values of moral leadership had shown 0.013 and 0.025 units change in courtesy for teaching staff of public and private sector higher education institutes respectively. Coefficient values of authoritarianism leadership had shown 0.500 and 0.308 units change in courtesy for teaching staff of public and private sector higher education institutes respectively.

Table 4.18: Mean, STDEV, T-Values, P-Values

Items/Questions	Mean	Std. Deviation	T Statistics	P value
My seniors determined all decisions in the organization whether they are important or not	3.366	0.038	14.914	0.000
My seniors always have the last say in the meeting.	3.852	0.039	16.633	0.000
My seniors always behave in a commanding fashion in front of employees.	3.654	0.042	14.412	0.000
I feel pressured when working with my seniors.	3.21	0.048	11.195	0.000
My seniors exercise strict discipline over subordinates.	3.534	0.041	14.503	0.000
My seniors emphasize that our group must have the best performance of all the units in the organization	3.036	0.048	10.670	0.000
Beyond work relations, my seniors express concern about my daily life.	3.702	0.040	15.464	0.000
My seniors will help me when I'm in an emergency.	3.744	0.036	17.367	0.000
My seniors encourage me when I encounter arduous problems.	3.492	0.038	15.495	0.000
My seniors take good care of my family members as well.	3.42	0.039	14.648	0.000
My seniors try to understand what the cause is when I don't perform well.	3.426	0.040	14.250	0.000
My seniors handle what is difficult to do or manage in everyday life for me.	3.726	0.038	16.540	0.000
Our organization is characterized by a formalized and structured place to work.	3.816	0.042	15.239	0.000
Our organization's procedures govern what people do.	4.182	0.032	22.076	0.000
In our organization staff is visionary, innovative, and risk-oriented.	3.03	0.049	10.324	0.000
The glue that holds the organization together is commitment to experimentation and innovation.	4.158	0.027	25.440	0.000
In our organization readiness for change and meeting new challenges are important	3.534	0.045	13.216	0.000

My senior has a clear understanding of where we are going.	3.186	0.043	12.346	0.000
My senior has a clear sense of where he/she wants our unit to be in 5 years.	3.198	0.049	10.878	0.000
My senior says things that make employees proud to be a part of this organization.	3.624	0.038	15.926	0.000
My senior encourages people to see changing environments as situations full of opportunities	3.426	0.047	12.240	0.000
My senior has ideas that have forced me to rethink some things that I have never questioned before	4.392	0.026	28.476	0.000
My senior has challenged me to rethink some of my basic assumptions about my work	3.588	0.036	16.641	0.000
My senior considers my personal feelings before acting	3.864	0.035	18.232	0.000
My senior sees that the interests of employees are given due consideration	3.498	0.042	14.129	0.000
My senior commends me when I do a better than average job	3.378	0.041	13.623	0.000
My senior acknowledges improvement in my quality of work	3.582	0.044	13.667	0.000
My seniors never avenge a personal wrong in the name of public interest when they are offended. (reversed)	3.546	0.044	13.507	0.000
My seniors employ people according to their virtues and does not envy others' abilities and virtues.	3.462	0.046	12.616	0.000
My seniors use their authority to seek special privileges for themselves.	3.156	0.046	11.605	0.000
My seniors don't take the credit for my achievements and contributions for themselves.	3.57	0.041	14.488	0.000
My seniors do not take advantage of me for personal gain	3.348	0.038	14.694	0.000
My seniors never avenge a personal wrong in the name of public interest when they are offended. (reversed)	3.816	0.037	17.584	0.000
I help others who have heavy work loads	3.654	0.044	13.685	0.000
I help orient new people even though it is not required	3.978	0.035	18.819	0.000
I willingly help others who have work related	3.444	0.035	16.307	0.000

problems

I am always ready to lend a helping hand to those around me	3.252	0.034	15.873	0.000
I am mindful of how my behavior affects other people's jobs	3.222	0.035	15.237	0.000
I do not abuse the rights of others	3.066	0.045	11.318	0.000
I try to avoid creating problems for co-workers	4.458	0.024	30.920	0.000
I attend meetings that are not mandatory, but considered important	3.24	0.038	14.357	0.000
I read and keep up with organization announcements, memos and so on	3.762	0.029	21.341	0.000
I am mindful of how my behavior affects other people's jobs	3.81	0.035	17.985	0.000
I consume a lot of time complaining about trivial matters	3.696	0.038	16.488	0.000
I always focus on what's wrong, rather than the positive side	4.002	0.027	24.910	0.000
I tend to make "mountains out of molehills"	3.438	0.041	14.080	0.000
I always find fault with what the organization is doing	3.378	0.038	14.766	0.000
Our organization is typified by a friendly place to work where people share a lot of themselves	4.626	0.025	30.865	0.000
Seniors in our organization are thought of as mentors and perhaps even as parent figures.	3.162	0.046	11.635	0.000
In our organization success is defined in terms of internal climate and concern for people.	3.288	0.044	12.509	0.000
At my job, I feel strong and vigorous	3.516	0.051	11.539	0.000
I find the work that I do full of meaning and purpose	3.612	0.046	13.064	0.000
My job inspires me	3.768	0.044	14.200	0.000
When I am working, I forget everything else around me	3.624	0.050	10.192	0.000
I am immersed in my work	3.540	0.051	11.664	0.000

Table 4.18 shows the mean and std. deviation values of items and respective T and P values. Here, in this table all items show statistically significant results T values > 1.96 and p values < 0.05 . Therefore, these items show that average respondents are positively endorsing statements asked to them and the overall score is high.

Table 4.19: Factor Loadings (Paternalistic Leadership)

Predictor	Items	Loadings	T-value	p- value	α	CR
Paternalistic Leadership					0.889	0.905
	APL1	0.564	14.778	0.000		
	APL2	0.646	18.122	0.000		
	APL3	0.612	13.129	0.000		
	APL4	0.540	10.261	0.000		
	APL6	0.592	16.567	0.000		
	APL7	0.510	10.132	0.000		
	BLPL10	0.620	17.152	0.000		
	BLPL3	0.627	14.885	0.000		
	BLPL5	0.583	13.810	0.000		
	BLPL7	0.572	14.514	0.000		
	BLPL8	0.574	17.228	0.000		
	BLPL9	0.625	13.690	0.000		
	MLPL1	0.593	13.887	0.000		
	MLPL2	0.582	11.321	0.000		
	MLPL3	0.530	10.631	0.000		
	MLPL4	0.598	13.912	0.000		
	MLPL5	0.561	16.270	0.000		
	MLPL6	0.642	17.763	0.000		

Table 4.19 explains the factor loading score along with their t values and p values. It is shown in above table that items of paternalistic leadership range from 0.510 to 0.646, items of authoritarianism leadership range from 0.510 to 0.646, items of moral leadership range from

0.530 to 0.642 and items of benevolence leadership range from 0.572 to 0.627. Results show that all items related to different constructs hold t values > 1.96 and p values < 0.05. Reliability statistics and composite reliability values are 0.889 and 0.905, these values report internal consistency of responses.

Table 4.20: Factor Loadings (Transformational Leadership)

Predictor	Items	Loadings	T-value	p- value	α	CR
Transformational Leadership					0.803	0.849
	VTL1	0.529	12.286	0.000		
	VTL2	0.537	10.700	0.000		
	ICOMTL1	0.607	15.832	0.000		
	ICOMTL3	0.571	12.745	0.000		
	ISTL2	0.734	28.313	0.000		
	ISTL3	0.600	17.394	0.000		
	SLTL1	0.647	15.941	0.000		
	SLTL3	0.586	14.856	0.000		
	PRTL1	0.565	13.930	0.000		
	PRTL2	0.602	13.023	0.000		

Table 4.20 explains the factor loading score along with their t values and p values. It is shown in above table that items of transformational leadership range from 0.529 to 0.734. Results show that all items related to different constructs hold t values > 1.96 and p values < 0.05.

Reliability statistics and composite reliability values are 0.803 and 0.849, these values report internal consistency of responses.

Table 4.21: Factor Loadings (Work Engagement)

Predictor	Items	Loadings	T-value	p- value	α	CR
Work Engagement					0.761	0.802
	WEA5	0.588	11.319	0.000		
	WED1	0.605	14.455	0.000		
	WED5	0.632	9.902	0.000		
	WEV1	0.613	14.901	0.000		
	WEV6	0.591	11.362	0.000		

Table 4.21 explains the factor loading score along with their t values and p values. It is shown in above table that items of work engagement range from 0.588 to 0.632. Results show that all items related to different constructs hold t values > 1.96 and p values < 0.05 . Reliability statistics and composite reliability values are 0.761 and 0.802, these values report internal consistency of responses.

Table 4.22: Factor Loadings (Organizational Culture)

Predictor	Items	Loadings	T-value	p- value	α	CR
Work Engagement					0.777	0.837
	SCOC1	0.775	32.716	0.000		
	SCOC2	0.531	10.858	0.000		
	SCOC3	0.553	12.199	0.000		
	BOC1	0.636	15.950	0.000		
	BOC2	0.698	19.954	0.000		

ICOC1	0.508	10.581	0.000
ICOC2	0.692	25.161	0.000
ICOC3	0.590	12.199	0.000

Table 4.22 explains the factor loading score along with their t values and p values. It is shown in above table that items of organizational culture range from 0.531 to 0.775. Results show that all items related to different constructs hold t values > 1.96 and p values < 0.05 . Reliability statistics and composite reliability values are 0.777 and 0.837, these values report internal consistency of responses.

Table 4.23: Factor Loadings (Organizational Citizenship Behavior)

Predictor	Items	Loadings	T-value	p- value	α	CR
Work Engagement					0.865	0.889
	OCBA1	0.608	13.139	0.000		
	OCBA2	0.666	19.034	0.000		
	OCBA3	0.577	16.419	0.000		
	OCBA4	0.544	13.698	0.000		
	OCBC1	0.535	14.977	0.000		
	OCBC2	0.512	10.721	0.000		
	OCBC3	0.745	27.333	0.000		
	OCBCV1	0.540	13.373	0.000		
	OCBCV2	0.629	22.111	0.000		
	OCBCo1	0.637	18.156	0.000		
	OCBS1	0.619	15.912	0.000		
	OCBS2	0.668	24.316	0.000		

OCBS3	0.577	15.599	0.000
OCBS5	0.568	15.642	0.000

Table 4.23 explains the factor loading score along with their t values and p values. It is shown in above table that items of work engagement range from 0.512 to 0.745. Results show that all items related to different constructs hold t values > 1.96 and p values < 0.05. Reliability statistics and composite reliability values are 0.865 and 0.889, these values report internal consistency of responses.

Table 4.24: Path Coefficients

Structural Path	β	t	p	Hypotheses
Moderation Effect 1 → Organizational Citizenship Behavior	0.100	2.405	0.017	Supported
Moderation Effect 2 → Organizational Citizenship Behavior	0.192	5.388	0.000	Supported
Work Engagement → Organizational Citizenship Behavior	0.098	3.851	0.000	Supported
Paternalistic Leadership → Organizational Citizenship Behavior	0.071	1.278	0.202	Not Supported
Transformational Leadership → Organizational Citizenship Behavior	0.508	13.683	0.000	Supported

The above table shows Structural Equation Modelling (SEM) results to analyze the impact of paternalistic and transformational leadership styles on organizational citizenship behavior of teaching staff of public and private higher education institutes with mediation of work engagement and moderation of organizational culture. Results show that organizational culture moderate the relationship of both leadership styles including paternalistic and transformational with organizational citizenship behavior. Coefficient value of moderator Effect 1, (organizational culture interaction between transformational leadership and organizational citizenship behavior) has significant positive moderation. Value of coefficient is 0.100 along

with t value $2.405 > 1.96$ and p value $0.017 < 0.05$. Coefficient value of moderator Effect 2, (organizational culture interaction between paternalistic leadership and organizational citizenship behavior) has significant positive moderation. Value of coefficient is 0.192 along with t value $5.388 > 1.96$ and p value $0.000 < 0.05$. Coefficient value of mediator, (work engagement mediation between leadership styles and organizational citizenship behavior) has significant positive mediation owing to the coefficient value 0.098 along with t value $3.851 > 1.96$ and p value $0.000 < 0.05$.

On the other hand, coefficient value of paternalistic leadership does not show significant direct impact on organizational citizenship behavior owing to the insignificant coefficient value, p value > 0.05 . While, coefficient value of transformational leadership has significant positive impact on organizational citizenship behavior owing to the coefficient value 0.508, along with t value 13.683 and p value 0.000.

Table 4.25: Indirect and Total Effect

Structural Path	β	t	p	Hypotheses
Transformational Leadership → Work Engagement – → Organizational Citizenship Behavior	0.036	2.944	0.003	Supported
Paternalistic Leadership → Work Engagement – → Organizational Citizenship Behavior	0.016	1.998	0.047	Supported
Work Engagement → Organizational Citizenship Behavior	0.098	3.851	0.000	Supported
Organizational Culture → Organizational Citizenship Behavior	0.279	6.731	0.000	Supported
Paternalistic Leadership → Organizational Citizenship Behavior	0.107	2.005	0.046	Supported
Transformational Leadership → Organizational Citizenship Behavior	0.524	14.098	0.000	Supported
R-Square (Indirect Effect)			0.258	
R-Square (Total Effect)			0.836	

The above table shows Structural Equation Modelling (SEM) results to analyze the total and indirect impact of paternalistic and transformational leadership styles on organizational citizenship behavior of teaching staff of higher education institutes with mediation of work engagement and moderation of organizational culture.

Coefficient value show significant indirect impact of transformational leadership on organizational citizenship behavior, coefficient value = (0.036), T value = (2.944) and p value (0.003). Coefficient value shows 0.036 units change in organizational citizenship behavior owing to the indirect impact of transformational leadership on organizational citizenship behavior through work engagement. Next, coefficient value shows significant indirect impact of paternalistic leadership on organizational citizenship behavior, coefficient value = (0.016), T value = (1.9984) and p value (0.047). Coefficient value shows 0.016 units change in organizational citizenship behavior owing to the indirect impact of paternalistic leadership on organizational citizenship behavior through work engagement.

On the other hand, coefficient value of work engagement shows direct impact on organizational citizenship behavior owing to the coefficient value 0.098, along with t value 3.851 and p value 0.000. Coefficient value shows 0.098 units change in organizational citizenship behavior owing to the 1-unit change in work engagement directly. Next, coefficient value of organizational culture shows direct impact on organizational citizenship behavior owing to the coefficient value 0.279, along with t value 6.731 and p value 0.000. Coefficient value shows 0.279 units change in organizational citizenship behavior owing to the 1-unit change in organizational culture directly.

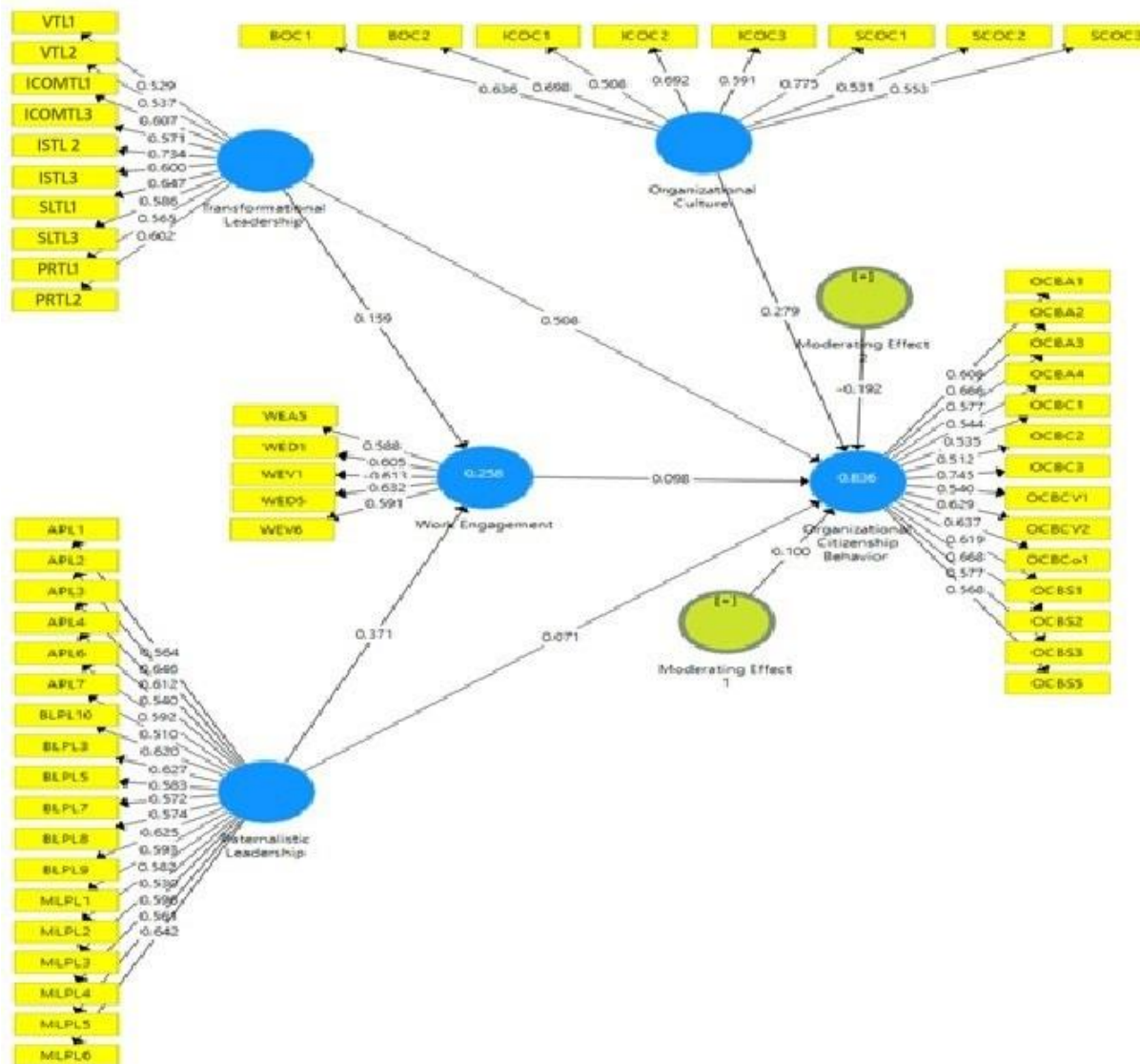


Figure 4.1: Structural Model Results

Furthermore, coefficient value of paternalistic leadership shows total impact on organizational citizenship behavior with coefficient value 0.107, along with t value 2.005 and p value 0.046. Coefficient value shows 0.107 units change in organizational citizenship behavior owing to the 1-unit change in paternalistic leadership. Last but not least, coefficient value of transformational leadership shows total impact on organizational citizenship behavior with coefficient value 0.524, along with t value 14.098 and p value 0.000. Coefficient value shows 0.524 units change in organizational citizenship behavior owing to the 1-unit change in

transformational leadership.

Table 4.26 shows Structural Equation Modelling (SEM) results to compare the direct and indirect impact of paternalistic and transformational leadership styles on organizational citizenship behavior of teaching staff of public and private higher education institutes with mediation of work engagement and moderation of organizational culture. This table compares the results of public and private HEIs to see if they differ in their effect on OCB or not.

Results show that culture moderates the relationship between transformational leadership style and OCB and paternalistic leadership style and OCB in both public and private HEIs of Punjab. Coefficient value of moderating effect in transformational leadership style and OCB in public HEIs is 0.182 with t-value $11.26 > 1.96$ and p value $0.000 < 0.05$ whereas it is 0.226 with t-value $7.031 > 1.96$ and p value $0.000 < 0.05$ in private HEIs. On the other hand moderating effect of paternalistic leadership style on OCB is 0.186 with t-value $3.086 > 1.96$ and p value $0.002 < 0.05$ in public HEIs whereas it is 0.168 with t-value $2.484 > 1.96$ and p value $0.013 < 0.05$ in private HEIs. The t-value and p-value of all the coefficient values shows that culture positively and significantly moderates the relationship between leadership style and OCB in both public and private HEIs.

The following table also shows that all the direct relationships are positive and significant in both public and private HEIs. Coefficient value for paternalistic leadership style and OCB in public HEIs is 0.197 (t-value 4.912, p-value 0.007) whereas in private HEIs it is 0.119 (t-value 5.779, p-value 0.000). Similarly coefficient value for paternalistic leadership style and work engagement in public and private HEIs is 0.478 and 0.323 respectively. The coefficient value for transformational leadership style and OCB relationship for public and private HEIs is 0.129 (t-value 3.233, p-value 0.002) and 0.513 (t-value 2.635, p-value 0.004) respectively.

Table 4.26: Path Coefficients of Public and Private HEIs

Relationships	Public			Private		
	beta	t-value	p-values	beta	t-value	p-values
Moderating Effect of Culture on TLS -> OCB	0.182	11.26	0.000	0.226	7.031	0.000
Moderating Effect of Culture on PLS -> OCB	0.186	3.086	0.002	0.168	2.484	0.013
PLS -> OCB	0.197	4.912	0.007	0.119	5.779	0.000
PLS -> WE	0.478	6.883	0.000	0.323	8.748	0.000
TLS -> OCB	0.129	3.233	0.002	0.513	2.635	0.004
TLS -> WE	0.171	6.275	0.000	0.202	6.346	0.000
WE -> OCB	0.089	7.359	0.000	0.102	12.43	0.000
Specific Indirect Effects						
PLS -> WE -> OCB	0.042	3.998	0.018	0.027	2.498	0.013
TLS -> WE -> OCB	0.025	4.163	0.003	0.011	6.274	0.000

Key: TLS = Transactional Leadership Style; WE= Work Engagement; OCB= Organizational Citizenship Behavior; Moderator: Organizational Culture

According to table 4.26, the coefficient value for relationship between transformational leadership style and work engagement for public and private HEIs is 0.171 (t-value 6.275, p-value 0.000) and 0.202 (t-value 6.346, p-value 0.000) respectively. Similarly, the coefficient value for work engagement and OCB relationship is 0.089 (t-value 7.359, p-value 0.000) in public HEIs whereas coefficient value for private HEIs is 0.102 (t-value 12.43, p-value 0.000).

Specific indirect effects in table 4.26 show that work engagement mediates the relationship between leadership style and OCB in both public and private HEIs. The strength of mediation varies in both the sectors although the mediation effect is not very strong. The results of above table show that the mediation effect of work engagement in paternalistic leadership

style and OCB in public HEIs is 0.042 (t-value 3.998, p-value 0.018) as compared to 0.027 (t-value 2.498, p-value 0.013) coefficient value in private HEIs. Similarly the mediation effect of work engagement in relationship between transformational leadership style and OCB in public and private HEIs is 0.025 (t-value 4.163, p-value 0.003) and 0.011 (t-value 6.274, p-value 0.000) respectively.

Table 4.27: Parametric Test

Relationships	Path Coefficients-diff (Public – Private)	t-value	p-values
Moderating Effect TLS -> OCB	- 0.044	10.89	0.000
Moderating Effect PLS -> OCB	0.018	3.341	0.036
PLS -> OCB	0.078	4.253	0.027
PLS -> WE	0.155	5.537	0.000
TLS -> OCB	- 0.384	2.094	0.003
TLS -> WE	- 0.031	6.336	0.000
WE -> OCB	- 0.013	4.056	0.005
Specific Indirect Effects			
PLS -> WE -> OCB	0.015	2.153	0.027
TLS -> WE -> OCB	0.014	3.018	0.001

Key: TLS = Transactional Leadership Style; WE= Work Engagement; OCB= Organizational Citizenship Behavior; Moderator: Organizational Culture

Table 4.26 shows the results of direct, indirect and moderating effect of the relationships in public and private HEIs separately. The effect of direct and indirect relationships in public and private HEIs are different. However, in order to find out if these differences are significant or not

PLS Multigroup Analysis produces statistics for Parametric Test which show whether the differences among the groups are statistically significant or not. Thus table 4.27 shows the results of Parametric Test.

As mentioned above, table 4.27 shows the statistics of Parametric Test which contain statistics for path coefficient difference of public and private HEIs. According to table 4.27, path coefficient difference between public and private HEIs on moderating effect of culture in transformational leadership style and OCB is -0.044 and the difference is statistically significant with $t\text{-value } 10.89 > 1.96$ and $p\text{-value } 0.000 < 0.05$. Negative sign means that coefficient value for private HEIs is greater than coefficient value in public HEIs. Similarly, the path coefficient difference for moderating effect of culture in paternalistic leadership style and OCB is 0.018 which is also statistically significant with $t\text{-value } 3.341 > 1.96$ and $p\text{-value } 0.036 < 0.05$. Thus, this shows that public and private HEIs differ in their moderating effect of culture on leadership style and OCB relationship.

Path coefficient difference of effect of paternalistic leadership style on OCB and work engagement is 0.078 ($4.253 > 1.96$ and $p\text{-value } 0.027 < 0.05$) and 0.155 ($5.537 > 1.96$ and $p\text{-value } 0.000 < 0.05$) respectively. Path coefficient difference of 0.078 and 0.155 means that there is 7.8% and 15.5% statistically significant difference between public and private HEIs in their effect of paternalistic leadership style on OCB and work engagement respectively. Similarly, path coefficient difference of effect of transformational leadership style on OCB and work engagement is -0.384 ($2.094 > 1.96$ and $p\text{-value } 0.003 < 0.05$) and -0.031 ($6.336 > 1.96$ and $p\text{-value } 0.000 < 0.05$) respectively. Path coefficient difference of 0.384 and 0.031 means that there is 38.4% and 3.1% statistically significant difference between public and private HEIs in their effect of transformational leadership style on OCB and work engagement respectively. Path coefficient difference of effect of work engagement on OCB is -0.013 ($4.056 > 1.96$ and $p\text{-value } 0.005 < 0.05$) which means there is only 1.3% statistically significant difference between public and private HEIs in their effect of work engagement on OCB.

As far as the path coefficient difference of indirect effects is concerned, they are also statistically significant. Table 4.27 shows that specific indirect effect of paternalistic leadership style on OCB in the presence of work engagement is 0.015 ($2.153 > 1.96$ and $p\text{-value } 0.027 < 0.05$). On the other hand, specific indirect effect of transformational leadership style on OCB in the presence of work engagement is 0.014 ($3.018 > 1.96$ and $p\text{-value } 0.001 < 0.05$). This shows

that the difference of mediation effect of paternalistic leadership style and transformational leadership style on OCB in public and private HEIs is 1.5% and 1.4% respectively. Thus, the results reveal that public and private HEIs differ in their effect of leadership style on OCB with work engagement as mediator and culture as moderator.

Table 4.28: Summary of Results

No.	Relationships	Status
H1	Transformational leadership style has an effect on employee's OCBs	Accepted
H2	Paternalistic leadership style has an effect on employees' OCBs.	Accepted
H3	Culture moderates the relationship between leadership styles (transformational and paternalistic) and OCBs.	Accepted
H4	Work engagement act as a mediator in leadership styles and OCBs.	Accepted
H5	Public universities differ from Private universities in terms of different leadership style's affect on OCBs with work engagement as a mediator and culture as a moderator.	Accepted

Table 4.28 shows the summary of results. As can be seen from the above table, all the proposed hypotheses have been accepted.

4.2 Discussion

The objective of this research is to examine the relationship between leadership style and organizational citizenship behavior with moderating effect of culture and mediating effect of work engagement in public and private higher education institutes of Pakistan. The main research questions addressed in this this study were to find out what is the effect of transformational and paternalistic leadership style on OCB of teachers in HEIs and does culture and work engagement moderate and meditate this relationship respectively. Furthermore, the researcher I intended to find out if public HEIs differ from private HEIs in

terms of different leadership style's affect on OCB with work engagement as mediator and culture as moderator. The results revealed that transformational and paternalistic leadership style have positive effect on OCB while culture moderates and work engagement mediates this relationship. Furthermore, results also revealed that public HEIs differ from private HEIs in terms of different leadership style's affect on OCB. The results of each hypothesis are discussed in detail below:

4.2.1 Impact of Transformational Leadership Style on Employee's Organization Citizenship Behavior

The excising research study examined the hypothesis that transformation leadership style influences the organization citizenship behavior of employee and the results pertaining to this hypothesis revealed that both transformational leadership style and employee's organization citizenship behavior are positively correlated and the regression analysis shows that employee's organization citizenship behavior is significantly influenced by transformational leadership style. This result also indicates that the constructs of transformational leadership i.e. intellectual stimulation, Vision, inspirational communication, supportive leadership, personal recognition influence the constructs of organizational citizenship behavior i.e. conscientiousness, sportsmanship, civic virtue, courtesy, and altruism. faculty of HEIs in the Punjab agreed that their seniors; laid focus on value of questioning team members, encourage them to considerate ideas which had never questioned before, question the orthodox way of doing things, ask for comprehensive variety of perspectives when solving problems, and give attention to problems from various angles in the construct of intellectual stimulation. For the construct of Vision most of the faculty

agreed that; their seniors are motivated by high drives, have strong purposes to such high drives, and they strive toward high drives.

Faculty members also agreed to; seniors showing eagerness for faculty's efforts, seniors eagerly approach new project or task, and seniors convey the importance of faculty team to larger organization in the inspirational communication. For the construct of supportive leadership faculty members had consensus that; their seniors help in establishing trust by keeping faculty's interest above theirs and they work for faculty's growth and development through training and mentoring sessions. Lastly, it is also agreed by the faculty members of HEIs in Punjab that; faculty members have unambiguous vision due to seniors, faculty members are always encouraged by their seniors for extra efforts, faculty members willingly assist others in work related problems, and faculty members always lend helping hand to those around them in the construct of personal recognition. Most of the faculty disagreed to the items in sportsmanship construct that they; do not consume ample amount of time in making complaints, do not focus on wrong rather than its positive side, do not create hype of small issues, do not attempt to find faults in the organization, and do not make loudest noise with their problems. This assent of faculty members has led to the assent in the constructs of organizational citizenship behavior.

It is compiled by the faculty that; they obey the rules and regulation of organization, they are the organization most conscientious employees, and they believe in giving honest day's work for an honest day's pay in the conscientious construct of organizational citizenship behavior. For the civic virtue construct, it is agreed that faculty members; attend even those meetings that are not mandatory but considered important, attend functions arranged by the organizations to help in building organization's image event if function is not

important, keep updates of organizational changes, and read as well as keep up with memos and announcements of organization. Faculty members also acknowledged the factors of courtesy construct i.e. being mindful of their behavior and its affect on jobs of other people, do not abuse the right of others, and try to avoid creating problem for colleagues. Lastly, for the altruism construct it is admitted by faculty of HEIs in Punjab that they; assist colleagues with heavy workloads, guide new hires even though it is not their duty, willingly help colleagues having work related problems, and offer helping hand to people around them.

Transformational leadership style heavily emphasizes on issues that are real-time and it outlines new standards, establishes understanding, and motivate and outlines subordinate behavior in order to achieve the goals of organization in effective manner. Managers should take the role of leaders rather than just doing the role of a manager. It is also believed that organizational success can be increased by improving the constructs of transformational leadership. The study conducted by Farh & Cheng (2000) suggested that employees prefer those leaders who displays the qualities of transformational leadership such as; selflessness, acting as a role model, setting good example, avoiding the use of abusive power, and working for the well-being of employees. It is observed that transformational leaders could play vital role in improving employee's organization citizenship behavior and according to Bryant(2003) an environment is created by transformational leaders that is promising to the conception, distribution, and expedition of knowledge.

As a consequence, transformational leadership style through its constructs i.e. intellectual stimulation, Vision, inspirational communication, supportive leadership, personal recognition develops employees' willingness to display citizenship behavior. The citizenship behavior of followers is heightened by transformational leadership style through motivation

and inspiration of employees to make extra efforts (Bryant, 2003). The spirit of employees at work is increased through the adaptation of transformation leadership style and it also improves willingness of the employees to perform by putting extra effort in work which is more meaningful. Specifically, in the context of faculty members of HEIs, sense of belongingness toward institution is highly important. Therefore, such kind of connection between the head of faculty and faculty members could cause them to give maximum in their work and provide the institution with beyond the expectations of formal role which is communicating extra role behaviors (Majeed, Ramayah, Mustamil, Nazri, & Jamshed, 2017).

Findings of the existing research study also indicates that when seniors of the HEIs exhibits transformational leadership, faculty of such institutions are more involved in organization citizenship behavior. Therefore, it makes the faculty capable enough of; working above and beyond the defined responsibilities and duties, helping colleagues and others in completing their tasks, and focus on both personal and professional needs of colleagues at workplace (Babcock-Roberson & Strickland, 2010). It is found that employees work related attitudes, individual employees' behavior, and level of organization are positively influenced by transformational leadership. The association amid employee and employer gets personalized when the institution management cares for its employees which is going to make the institution stable and strong as well. Employees will also trust the organization when they feel respected by the management (Appelbaum, et al., 2004). It is generally expressed that transformational leaders completely change their followers toward levels of higher performance. However, this leadership style advocate favorable outcomes related to work in their followers through its various constructs (Avey, Hughes, Norman, & Luthans, 2008).

Results of the current research study are consistent with findings of Udin (2020) that there is positive and significant nexus between transformational leadership style and organizational citizenship behavior. Impact of transactional and transformation leadership behaviors on employee's organizational citizenship behavior examined by Mekpor & Dartey-Baah (2017) in the banking sector of Ghana revealed that transformational leadership is more significant than transactional leadership in predicting employees' organizational citizenship behavior. Results of the study conducted by Majeed, Ramayah, Mustamil, Nazri, & Jamshed(2017) through 220 respondents concluded that association between transformational leadership style and employees' organizational citizenship behavior is statistically significant. (Tian, et al. (2020) also revealed a significant and positive nexus between transformational leadership and employees' organizational citizenship behavior.

4.2.2 Impact of Paternalistic Leadership Style on Employee's Organization Citizenship Behavior

By analyzing one of the study's hypotheses i.e. paternalistic leadership style affects employee's organizational citizenship behavior it is observed through the results of correlation and regression analysis that the relationship between paternalistic leadership style and employee's organization citizenship behavior is positive and that the paternalistic leadership style significantly affects employee's organization citizenship behavior. This result also illustrates that the constructs of organizational citizenship behavior i.e. conscientiousness, sportsmanship, civic virtue, courtesy, and altruism are determined by the constructs of paternalistic leadership style i.e. benevolent leadership, moral leadership, and authoritarianism. Most of the faculty of HEIs in the Punjab agreed that their seniors; are like a family member when they get along, devote energy to take care of faculty members, are

concerned regarding daily life (beyond work relations), kind concern is shown for faculty's comfort, assist in emergency, fulfill faculty's needs according to personal requests, encourages faculty when face formidable issues, take good care of faculty members as well, try to comprehend the cause of faculty's low performance, and deal with difficult tasks to do with faculty.

For the construct of moral leadership in paternalistic leadership style, it is acknowledged by most of the faculty staff that seniors; never retaliate to a personal wrong in the name of public interest when they are offended, people are employed according to their virtues and does not envy's the abilities and virtues of other employees, does not use authority to seek special privileges, do not take credit of faculty's achievement and contribution, do not take advantage of faculty's for personal gain, and do not use personal relationships or back-door practices to obtain personal gains. Furthermore, it is admitted by the faculty of HEIs in Punjab that their seniors; determined those decisions that are important, always have their opinion in the last of a meeting, does not behave in a commanding fashion in front of faculty, exercise discipline in front of subordinates, emphasize on providing excellent performance by faculty, rarely scold faculty when tasks are not achieved, and faculty do not feel pressured while working with seniors. This assent towards constructs of paternalistic leadership style by faculty, has directed the faculty to assent in the construct of organization citizenship behavior. As a result, it is shown that paternalistic leadership style significantly and positively affects organization citizenship behavior. It is agreed by the faculty that; they obey the rules and regulation of organization, they are the organization most conscientious employees, and they believe in giving honest

day's work for an honest day's pay in the conscientious construct of organizational citizenship behavior.

Most of the faculty disagreed to the items in sportsmanship construct that they; do not consume ample amount of time in making complaints, do not focus on wrong rather than its positive side, do not create hype of small issues, do not attempt to find faults in the organization, and do not make loudest noise with their problems. For the civic virtue construct, it is agreed that faculty members; attend even those meetings that are not mandatory but considered important, attend functions arranged by the organizations to help in building organization's image even if function is not important, keep updates of organizational changes, and read as well as keep up with memos and announcements of organization. Faculty members also acknowledged the factors of courtesy construct i.e. being mindful of their behavior and its effect on jobs of other people, do not abuse the right of others, and try to avoid creating problem for colleagues. Lastly, for the altruism construct it is admitted by faculty of HEIs in Punjab that they; assist colleagues with heavy workloads, guide new hires even though it is not their duty, willingly help colleagues having work related problems, and offer helping hand to people around them.

Paternalism is not just considered is a form of leadership style but is also regarded as a cultural attribute. Paternalism is not a model that only indicates the quality of association between duties and responsibilities. On one hand, it is a predominant cultural attribute of orthodox Asian societies for instance India, Pakistan, Japan, and China (Aycan, 2002). From the perspective of interpersonal relationship, in the subordinate-member association, lead with favorable attitude as a result of fatherly concern of leader for the followers. Although, the destructive facet of paternalism is biasness which could help to approach to the resources

by loyal followers and not others (Kabasakal & Bodur, 2003). It is suggested earlier that managers in the organizations are required to adopt paternalistic approach with the objective to establish effective, efficient, and satisfied work groups. Nevertheless, not so lately, it is indicated that paternalistic leadership style in organizations should offer protection, support, and care for their subordinates (Tang & Naumann, 2015).

When the manager act as a paternalistic leader with offering care and concern for employee's personal as well as work-related well-being, such employees are possibly to promote appreciation and warm feelings towards paternalistic leader therefore, establishing an emotional bond between leader and employee and a complementary association to endure the cycle of positivity (Cheng, Chou, Wu, Huang, & Farh, 2004). Subsequently, benevolent leadership as a construct of paternalistic leadership is possibly to motivate followers to participate and immerse in social exchange through putting more effort into work and offer above and beyond their leaders (Loi, Mao, & Ngo, 2009). Moral leadership as a construct of paternalistic leadership implicates the manifestation of concern and honesty for the shared good instead of self-interest only. It has been suggested earlier that moral leaders are highly admired, respected, and considered as ideal leaders by various employees (Niu, Wang, & Cheng, 2009). The moral behavior of a leader is regarded as an investment in employees' organizational environment, and therefore it in turn can excite and entice the moral behavior of employees which improves their organizational citizenship behavior (Tang & Naumann, 2015).

Whereas, the authoritative leadership as a construct of paternalistic leadership style which is regarded as a rigorous and controlling leadership behavior is found to reduce the intrinsic motivation of employees for works as such leaders exerts pressure to perform a

specific task. Consequently, employees working under such authoritative leaders are likely to perform less on above and beyond their roles and duties and only emphasize on behaviors rewarded by the institution. Results of the current study are in line with previous studies in the similar context, for instance Rehman & Afsar(2012) explored the impact of paternalistic leadership on employees' organizational citizenship behavior and organizational commitment and it is revealed through data obtained from 350 individuals that paternalistic leadership style positively and significantly effect employees' citizenship behaviors in various SMEs of Pakistan. Relationship between paternalistic leadership and employees' organizational citizenship behavior analyzed by Paoching & Chichun(2009) and it was revealed that paternalistic leadership has positive impact on employees' organizational citizenship behavior.

The study conducted by Tang & Naumann (2015) found that benevolent leadership and moral leadership positively and significantly impact employees' organizational citizenship behavior whereas, authoritative leadership negatively impacts employees' organizational citizenship behavior. Moreover, findings of the empirical study performed by Velen(2016) manifested that moral leadership as a construct of paternalistic leadership is significantly correlated with employees' organizational citizenship behavior. However, insignificant relationship between benevolent leadership and employees' organizational citizenship behavior is reported.

4.2.3 Culture (Bureaucratic, Innovative or Supportive) Moderates the Relationship Between Leadership Style (Transformational and Paternalistic) and Employee's Organization Citizenship Behavior

Findings of study pertaining to the hypothesis that; Culture (Bureaucratic, Innovative or Supportive) moderates the relationship between leadership style (transformational and paternalistic) and employee's organization citizenship behavior, indicates that the culture of organization successfully (significantly and positively) moderates the association between both leadership styles; transformational and paternalistic, and employee's organization citizenship behavior. This result entails that the relationship between constructs of transformational leadership style (intellectual stimulation, Vision, inspirational communication, supportive leadership, personal recognition), paternalistic leadership style (benevolent leadership, moral leadership, and authoritarianism) and employee's organization citizenship behavior (conscientiousness, sportsmanship, civic virtue, courtesy, and altruism) is significantly moderated by the constructs of organizational culture (controlled culture, supportive culture, and innovative culture). For the construct of bureaucratic culture, it is agreed by the faculty of HEIs in Punjab that their; institute is characterized by a structured and formalized place to work, institution's procedures govern what faculty do, and the institution is held together by its formal policies and rules.

It is acknowledged by the faculty that their; institution is characterized as a friendly place to work, seniors in the institute are regarded as mentors as well as parent figures, and institutional success is described in terms of internal climate and concern for employees in the construct of supportive culture. Lastly, the faculty of HEIs in Punjab acknowledged in the innovative culture construct that their; staff of institution is innovative, visionary, and risk

oriented, commitment towards experimentation and innovation holds the organization together, and it is important for organization to adapt changes and meet new challenges. This assent of faculty on organizational culture thus, shows moderation between leadership styles and organization citizenship behavior. Respondents agreed with the constructs of both leadership style and showed that it improves employees' organizational citizenship behavior.

It is agreed by the faculty that; they obey the rules and regulation of organization, they are the organization most conscientious employees, and they believe in giving honest day's work for an honest day's pay in the conscientious construct of organizational citizenship behavior. Most of the faculty disagreed to the items in sportsmanship construct that they; do not consume ample amount of time in making complaints, do not focus on wrong rather than its positive side, do not create hype of small issues, do not attempt to find faults in the organization, and do not make loudest noise with their problems. For the civic virtue construct, it is agreed that faculty members; attend even those meetings that are not mandatory but considered important, attend functions arranged by the organizations to help in building organization's image even if function is not important, keep updates of organizational changes, and read as well as keep up with memos and announcements of organization. Faculty members also acknowledged the factors of courtesy construct i.e. being mindful of their behavior and its effect on jobs of other people, do not abuse the right of others, and try to avoid creating problem for colleagues. Lastly, for the altruism construct it is admitted by faculty of HEIs in Punjab that they; assist colleagues with heavy workloads, guide new hires even though it is not their duty, willingly help colleagues having work related problems, and offer helping hand to people around them.

It has already been opined by prominent researchers Schein(1992) and Kotter(1996) leadership styles assist in evolving organizational culture and change it. Those mechanisms are controlled by leaders which effect the organizational culture, including flexibility to their environment, developing and establishing workgroups, allowing sub-cultures representing superlative norms, establishing systems of task forces and groups to cope with culture, and various other techniques. It is also suggested that organizational culture is formed by growth of competencies for instance establishing individual credibility and developing trusting relationships (Brockbank, Ulrich, & Yakonich, 2002). The various theories regarding both leadership styles and organizational culture are mainly involved with cultural development positioned on the adaption and change as well as external environment (Shao, Feng & Liu, 2012). Innovative culture is considered as risk-taking, creative, enterprising, and resulted oriented culture. Leaders in the innovative culture tend to accept and hire employees already having specific skills set instead of investing on employees who requires effort, time, and training. Moreover, transformational leaders encourage employees of the organization to work and support for the process of innovation in the organization and it is noted by (Samad, 2012).

Bureaucratic culture is structured orderly, hierarchical, and with highly regulated procedures. Leaders in the bureaucratic culture inclined to perceive employees as helpful and employees in such culture attempt to overcome the sense of segregation by seeking out and continue to offer interpersonal support. Whereas, the supportive culture in an organization makes it a personal place offering somewhat extended family lifestyle where employees and their leaders share common things among them. The supportive culture is derived from such values that comprise of a fundamental structure of belief and strengthen daily organizational

practices (Higgins & McAllaster, 2002). It is believed that the factors/ constructs of organizational culture i.e. innovative culture, bureaucratic culture, and supportive culture, affects the choice of leadership style in an organization as a result of different set of values and norms. Therefore, different organizational culture types determine different styles of leadership. For instance, moral leadership might require supportive culture.

Both organizational culture and employee's organizational citizenship behavior are correlated positively (Mohanty & Rath, 2012). When employee's organizational citizenship behavior in an organization it represents successful organizational cultures and also accepts employee's individual acts (El-Badawy, Trujillo-Reyes, & Magdy, 2016). At the implementation stage of organizational policy, leaders must provide equal importance as it is noted by those employees who are appropriately informed and mindful regarding the values of organization and their work ethics have better nurtured the citizenship behavior. Moreover, leaders should set examples for their subordinates so they can practice citizenship behavior. It is expressed that when employees consider themselves in the condition of social exchange with the organization then they would participate in organizational citizenship behavior. The predominant culture in any organization then determine the social exchange of within employees (Kar & Tewari, 1999).

Results of this study are consistent with findings of previous studies. For example, Suwibawa, Agung, & Sapta(2018) concluded their results by analyzing data from 86 respondents that organizational culture has significant and positive impact on employees' organizational citizenship behavior. A survey was conducted to analyze the relationship between organizational culture and employees' organizational citizenship behavior by Ebrahimpour, Zahed, Khaleghkhah, & Sepehri(2011) and it is concluded that positive and

significant relationship exist between organizational culture and employees' organizational citizenship behavior. Ghashghaeinia & Hafezi(2015) investigated the nexus between organizational culture and employees' organizational citizenship behavior and it is revealed by analyzing data from 351 research participants that both organizational culture and employees' organizational citizenship behavior are positively and significantly correlated.

It is concluded by Buble (2012) while exploring the linkage between organizational culture and leadership styles that both are positively and significantly correlated. Gholamzadeh, Khazaneh, & Nabi(2014) analyzed the effect of leadership styles on organizational culture, through data collection from 93 employees and revealed that both transformational and transactional leadership styles positively influence organizational culture. Association between organizational culture, leadership style, and job satisfaction was studied by Tsai (2011), when analyzed data from 200 research participant it is was revealed that organizational culture has significant and positive impact on both leadership style and job satisfaction. Aydin (2018) studied the role of organizational culture in leadership styles by collecting data from 173 construction sector employees in Turkey. Findings of the study revealed that organizational culture significantly differ according to the leadership styles. Moreover, it is found that controlled culture is observed in paternalistic leadership style. Klein, Wallis, & Cooke (2013) analyzed the influence of leadership styles on organizational culture and effectiveness of firm and it is concluded from the data analysis of 2,662 responses that organizational culture influences leadership styles and firm effectiveness.

4.2.4 Impact of Work Engagement as a Mediator in the Relationship Between Leadership Styles and Employee's Organization Citizenship Behavior

Results of the existing research study related to the hypothesis that; Work engagement (Vigor, dedication, and absorption) act as a mediator in leadership styles (transformational and paternalistic) and employee's organization citizenship behavior, specifies that work engagement successfully (significantly and positively) moderates the association between both leadership styles; transformational and paternalistic, and employee's organization citizenship behavior. This result entails that the relationship between constructs of transformational leadership style (intellectual stimulation, Vision, inspirational communication, supportive leadership, personal recognition), paternalistic leadership style (benevolent leadership, moral leadership, and authoritarianism) and employee's organization citizenship behavior (conscientiousness, sportsmanship, civic virtue, courtesy, and altruism) is significantly mediated by the constructs of work engagement (vigor, dedication, and absorption). For the vigor construct in work engagement it is agreed by the faculty of HEIs in Punjab that they; at their work feel full of energy to work, feel strong and energetic at work, feel like going to work when get up in the morning, being mentally strong at work, can continue to work for longer periods, and always continue to work even if things do not go well at work.

It is acknowledged by the faculty that they; find their work full of meaning and purpose, are enthusiastic about their jobs, are inspired by their jobs, are proud of their work, and their job is not that much challenging. Lastly, the faculty of HEIs in Punjab acknowledged in the absorption construct that they; forget everything else around them while working, feel happy when working intensely, get immersed in work, get carried away while

working, think it is difficult to leave their job, and their time flies when they are at work. This assent of faculty towards the constructs of work engagement as a mediating variable in the study, shows significant mediation between transformational and paternalistic leadership styles and organization citizenship behavior. As work engagement mediates relationship of both variables. Therefore, both leadership styles significantly impact employee's organizational citizenship behavior.

It is agreed by the faculty that; they obey the rules and regulation of organization, they are the organization most conscientious employees, and they believe in giving honest day's work for an honest day's pay in the conscientious construct of organizational citizenship behavior. Most of the faculty disagreed to the items in sportsmanship construct that they; do not consume ample amount of time in making complaints, do not focus on wrong rather than its positive side, do not create hype of small issues, do not attempt to find faults in the organization, and do not make loudest noise with their problems. For the civic virtue construct, it is agreed that faculty members; attend even those meetings that are not mandatory but considered important, attend functions arranged by the organizations to help in building organization's image even if function is not important, keep updates of organizational changes, and read as well as keep up with memos and announcements of organization. Faculty members also acknowledged the factors of courtesy construct i.e. being mindful of their behavior and its effect on jobs of other people, do not abuse the right of others, and try to avoid creating problem for colleagues. Lastly, for the altruism construct it is admitted by faculty of HEIs in Punjab that they; assist colleagues with heavy workloads, guide new hires even though it is not their duty, willingly help colleagues having work related problems, and offer helping hand to people around them.

It is noted earlier that both leadership styles i.e. transformational leadership style and paternalistic leadership style facilitates employees' work engagement (Breevaart, et al., 2014). The transformational leadership style primarily emphasizes on the real needs of employees through their intrinsic motivation in order to stretch beyond other leadership styles. Researchers for instance Avolio et al. (2004), Judge & Piccolo (2004), and Lian & Tui (2012) have suggested that transformational leadership is more practical leadership and it is more likely to assist in a high level leader-member exchange and therefore transformational leadership has impact on work behavior and attitude of employees. It has been found that both transformational and paternalistic leadership approach encouraged workers' engagement in the organization (Li, Castaño, & Li, 2018). Results of the current research study are parallel with finding of previous studies, for instance; Decuyper & Schaufeli (2020) found that leadership styles significantly and directly influence employee work engagement. Arfat et al.(2017) investigated the role of leadership in work engagement and it is revealed that transformational leadership has significant and positive impact on employee work engagement. The study conducted by Li, Castaño, & Li(2018) manifested that leadership styles are statistically linked with work engagement. Furthermore, Cenkci & Özçelik(2015) studied the impact of leadership styles on subordinate work engagement and it is revealed that paternalistic leadership style is positively correlated with employee's work engagement.

Work engagement of employees at workplace is considered as one of important forecasters of financial performance of an organization as well its triumph (Baumruk, 2004). The fact is that at the moment work engagement of employee is also deteriorating as both the employees and organizations reciprocally inclined to be more money-oriented and substantial engagement gap can be perceived at work places (Saks, 2006). Work engagement results in

employees' organizational citizenship behavior as it focuses on the involvement of employee and commitment of employee which are not the unequivocal element of any employee job description. It is investigated by Rich, Lepine, & Crawford(2010) that work engagement successfully predict employees' organizational citizenship behavior. Both are linked together as a result of social exchange theory and the principle of mutual interest. Various emotional components are included in the organizational citizenship behavior as a result of which employee act organizational citizenship behavior. Furthermore, it is indicated by Ariani(2013) that organizational citizenship behavior is predicted by work engagement and those employees having inclination to participate in responsible and valuable behaviors at work i.e. organizational citizenship behavior.

Findings of the current study are found to be consistent with results concluded in the past. For instance; Petchprayoon & Chunin(2018) studied the relationship between organizational citizenship behavior and work engagement of teachers and it is manifested that there exists a significant positive relationship between work engagement of teachers and organizational citizenship behavior. Rurkkhum(2010) examined work engagement and employees' organizational citizenship behavior and it is concluded that employees' organizational citizenship behavior is positively influenced by work engagement. Altruism, civic virtue, sportsmanship, and conscientiousness were found significant except courtesy which showed weak relationship with work engagement. This result shows that the pro-social behavior of an employee is manifested in a favorable engaged workplace. When employees are positively engaged at workplace in their work they reflect an extra and creative role for the organization which suggests that work engagement is predictor of organizational citizenship behavior (Rekha & Sasmita, 2019).

4.2.5 Public Universities Differ from Private Universities in Terms of Transformational and Paternalistic Leadership Style's Effect on Organizational Citizenship Behavior with Work Engagement as a Mediator

Findings of the study pertaining to the predetermined hypothesis of the study i.e. Public universities differ from Private universities in terms of different leadership style's effect on organizational citizenship behaviors with work engagement as a mediator revealed that both public and private universities have different leadership styles that affects employees' organizational citizenship behavior and it is found that both the relationship between leadership styles and organizational citizenship behavior is significantly and positively mediated by work engagement. However, it is understood that both leadership styles influence organizational citizenship behavior. For the vigor construct in work engagement it is agreed by the faculty of HEIs in Punjab that they; at their work feel full of energy to work, feel strong and energetic at work, feel like going to work when get up in the morning, being mentally strong at work, can continue to work for longer periods, and always continue to work even if things do not go well at work.

It is acknowledged by the faculty that they; find their work full of meaning and purpose, are enthusiastic about their jobs, are inspired by their jobs, are proud of their work, and their job is not that much challenging. Lastly, the faculty of HEIs in Punjab acknowledged in the absorption construct that they; forget everything else around them while working, feel happy when working intensely, get immersed in work, get carried away while working, think it is difficult to leave their job, and their time flies when they are at work. This assent of faculty towards the constructs of work engagement as a mediating variable in the study, shows significant mediation between transformational and paternalistic leadership

styles and organization citizenship behavior. As work engagement mediates relationship of both variables. Therefore, both leadership styles significantly impact employee's organizational citizenship behavior. The role of HEIs leadership came forth when in 2002, a policy was announced by Higher Education Commission to appoint vice chancellors in HEIs through a process of thorough selection with the objective to improve the quality of higher education and governance (Hashmi, Ilyas, & Rehman, 2016).

The decision was based on bringing forth the professional leadership in HEIs of Pakistan (Ahmad, 2004). Leadership in the HEIs depends on the person playing important role in administration of the institution. These leaders are at the foundation of institutional and personal development which ultimately leads to other developments such as organizational citizenship behavior in the context of this research study. Rectors, vice chancellors, deans, chairman, directors, and heads of the departments are regarded as leaders in the university environment. HEIs are entirely different from other industry setting from different perspectives as there are different dynamics and characteristics of educational institutes which fulfill the purpose of educational needs (Hashmi, Rehman, & Ilyas). Vital role is played by leadership in the success of educational institutions globally. As a result of changes in the dynamics of world for instance technological development, societal changes, and globalization, higher education has been compelled to change and adopt leadership practices due to cultural shift in higher educational system, diversity in management, and financial constraints (Alonderiene & Majauskaite, 2016).

Previous study conducted provided evidences that there is still lack of experienced and qualified leaders in the HEIs (Eacott, 2011). Leaders in the educational institutes view themselves as representatives of fundamental academic values instead of representative of

fundamental organizational values (Marshall, 2012). The abilities and fundamental attributes of middle leaders in the educational institutes are modeling, observation, learned knowledge, and previous experiences. It has been contended that leaders in educational institutes as compared to leaders in other organizations are facing additional challenges due to the fact that educational institutes have distinguished stakeholders namely; faculty and students (Siddique et al., 2011). It has been analyzed that the leaders in private HEIs are primarily concerned regarding their vision and aware of how to translate this vision into practice. However, leaders in public HEIs are less inclined toward the vision of specific department which showed that they follow a set system. This also indicates the presence of transformational leadership style in private HEIs i.e. developed a vision and set quality standards according to the expectations of society (Zulfqar et al., 2016).

The leaders of private university admit that their faculty is less likely to work in groups and only work together primarily in teaching and administrative assignments. Whereas, the scenario is entirely different in the public HEIs as the faculty is required to work together i.e. team works and committees. The leaders of both private and public HEIs follow the standards set by the universities. Nevertheless, it is put forward that there is a set benchmark for public universities but there is lack of implementation of the standards. Furthermore, leaders of the public universities are established on the input from external stakeholders for instance government, public, and media (Stewart & Schlegel, 2009). Individual support is provided by leaders of both public and private HEIs to their faculty in order to accomplish institutional goals. This shows the presence of transformational leadership style in both private and public HEIs who offers individual support and encouragement to faculty (Marshall, 2012). Moreover, paternalistic leadership style exists in

the public HEIs of Pakistan as the leaders in such institutes incline to ignore recommendations and suggestions of faculty showing the traditional power-position of leaders. This could be a result of job security in the public HEIs. On the other hand, faculty of private HEIs is motivated through career possibilities and other incentives through transformational leadership (Zulfqar et al., 2016).

4.2.6 Summary

This chapter deals with the analysis of research. It starts with demographic information of the respondents followed by descriptive statistics, internal consistency of instrument and correlation matrix of the constructs. After the initial preliminary investigation, results of structural equation modeling (SEM) are discussed in detail. SEM is used to test all the proposed hypotheses. Results of direct relationships and mediation and moderation are discussed. Lastly, comparison of public and private sector is also done using PLS Multigroup Analysis (PLS MGA). After reporting the results of all the hypotheses, researcher has discussed these results in detail and explained what these results reflect. In nutshell, this chapter reports and discusses the results of proposed hypotheses of the current research.

5 CHAPTER FIVE: CONCLUSION

5.1 Introduction

This chapter deals with the main findings and conclusion of study. First of all main findings of the study are discussed. Based on the main findings of the study conclusion is drawn. Then practical implications, contributions, limitations of the study and directions for future research are also discussed.

5.2 Main Findings

In this research article leadership style are analyzed extensively to show the impact of different leadership style on organizational outcomes. It is essentially developed to facilitate the practices which promote the adaptation of most suitable leadership style in an organization to motivate Organizational Citizenship Behavior (OCB). We have discussed in this research study how OCB among leaders is important for the growth of organizations. This study shows how transformational and paternalistic leadership has impact in development of OCB among employs which could be used by public and private educational institutes to achieve excellence. We have discovered that different dimensions of transformational leadership which include inspirational motivation, intellectual stimulation, idealized influence and supportive leadership enhance performance of employee and develop employee retention.

Our findings suggest that transformational leadership has significant positive impact on organizational citizenship behavior of employees. This positive impact is due to the fact that transformational leadership style motivates employee to create change and innovate new ways to add to the success of the organization as transformational leader inspire and

encourage employees. By our research analysis we can state that transformational leader promotes OCB behavior among employees and inspire them by working with the employees. Transformational leaders work with the employees by creating a vision which guides the employees to work in which direction and identifies the needed change in the work plans and environment and work along with the employees to implement those changes. Transformational leadership due to their strong and highly developed abilities adapt to different situations through self-management and collective consciousness. Under transformational leadership employees can work beyond the perceived capabilities so they can perform in an extraordinary way (Majeed, Ramayah, Mustamil, Nazri, & Jamshed, 2017).

We have found in this study that when employees are given autonomy and over specific job functions and authority to make decisions, they perform in a way that positive outcomes are achieved by the subordinates. In our discussion we have also analyzed the impact of paternalistic leadership structure and how it develops citizenship behavior among employees. Our findings suggest that although paternalistic leadership practice authority over subordinates but develops job cohesion and group involvement among subordinates due to which they perform high. Paternalistic leadership has three main aspects which are benevolent leadership, morale leadership and authoritarian leadership. Paternalistic leadership promotes OCB among employees by development of organizational commitment among employees. Wellbeing of organization is enhanced due to the development of organizational commitment among employees. Paternalistic leadership by implementing his ethical leadership values provides a holistic benefit to the organization by ensuring wellbeing of employees as well as organization. Paternalistic leadership takes care of his employee

even by practicing authority over them due to which they develop citizenship behavior and stay loyal to the motives of organization. Paternalistic leaders deal subordinates as their family and thus guides them accordingly in exchange of which subordinates show obedience and trust in the leaders and organizational structure. Trust is an important element which is prevalent under paternalistic leadership structure as suggested by our findings due to which employee try to impart their maximum efforts for the organizational gains. In our research analysis it is also shown that how work engagement of employees plays a mediating role between leadership style and organizational citizenship behavior among employees. It mediates the relationship as style of leadership defines the association of employees with the organization which is directly associated with performance of assigned tasks. Transformational leaders can motivate their employee and engage them in work by inducing incentive and work along with them to show them the path to achieve higher.

Transformational leadership promotes work engagement in an environment where subordinates can work efficiently along the leaders and can perform leadership roles when required. Paternalistic leadership on the other hand develops work engagement through authority and by inducing elements of trust and loyalty. Our research showed that under paternalistic leadership style subordinates consider them owned by the organization so the engage with the work. In our research analysis we have shown that work engagement has three important dimensions which are associated with leadership style. These dimensions include vigor, dedication and absorption and are motivated by the style of leadership. These dimensions of work engagement can be translated into organizational commitment of employees which indicates organizational citizenship behavior (OCB). Our research analysis

also shows that organizational culture plays a moderating role between leadership style and organizational citizenship behavior (OCB).

In our research study we have shown that different organizational cultures have different impact on organizational outcomes. Culture of organization is decided by several factors which include goals of organization, leadership style of organization, association of employees with the organization and native values of the region in which organization operates. Organizational culture is very important factor and has direct impact on the employee performance. In our research we have found that different culture support different organizational goals such as innovative culture focus on innovation, supportive culture promotes employees to come up with new ideas and achieve organizational goals accordingly while bureaucratic culture allows leaders to achieve their desired goals by motivating employees. Leadership style of organization plays an important part in defining organizational culture which in return effects organizational citizenship behavior of employees.

Organization citizenship behavior is an essential component that needs to be developed in employees as suggested by our research study. It motivates employees to work to achieve organizational goals with dedication. Organizational citizenship behavior is essential component that need to be developed among employees so that performance can be enhanced. Our research findings suggest that OCB can be developed among employees through leadership structure. Organizational leadership promotes courtesy, altruism, conscientiousness, sportsmanship and civic virtue among employees which play great part in organization employee relationship development. OCB enhances performance of firms and

adds value to the firm by development of organizational commitment among employees as it is voluntary commitment of employees to the organization.

5.3 Conclusion

Leadership structure affects the organizational citizenship behavior among employees. It is suggested that both transformational and paternalistic leadership structure positively impact citizenship behavior among employees. Leadership structure needs to be adopted according to organizational objectives and goals. As transformational leadership structure in organization motivates employees by fostering their abilities such as self-confidence. An organization in which innovation is essentially required transformational leadership proves very useful as it nourishes creativity among employees in organizations. Paternalistic leadership on the other hand practices authority over employees and in some cases might suppress creativity so it is useful in such organizational structure where punctuality is more important as compared to innovation. It is however most appropriate to use mix of leadership structure which provide best environment for the employees to work so that desired organizational goals can be achieved. Leadership structure effectively determines organizational culture.

Organizational culture plays a moderating role among leadership and development of OCB among employees. Culture of an organization quotes the organizational normal and ways of performance of task which is associated with organizational working. Work engagement plays a mediating role among leadership structure and OCB as discovered in our research study. Work engagement is also fostered by the leaders and the way they influence their subordinate by guiding them through the directions to achieve organizational goals. Leadership structure requirement of organization might be different according to its need of

operations but demand for organizational citizenship behavior is essential for every organization as it develops commitment among employees. Organizational commitment among employees is an essential element to achieve organizational goals and it is fostered by right choice of leadership style which determines organizational culture. Organizational citizenship behavior is essential in development of loyalty of employees to the organization so that they can develop trust and perform in best possible way.

5.4 Practical Implications

This study examined the relationship of transformational and paternalistic leadership with the organizational citizenship behavior in presence of work engagement as mediator and organizational culture as moderator. It is expected that this study will help the managers and practitioners to study the behaviors of employees, develop specific organizational culture in which all employees are engaged fully and thus can lead to organizational citizenship behavior. The study proposed and discussed findings and it was very pertinent in terms of the way it was researched and conducted. The research proposed and found that transformational and paternalistic leadership style positively affects work engagement and OCB. Furthermore, work engagement mediates the relationship between leadership style and OCB whereas culture mediates this relationship.

The culture and leadership in universities should be in a way to develop citizenship behaviors in students as the traits of such behavior encourage students to work in a productive, coordinated and cooperative environment by keeping others' viewpoints and preferences in mind. This behavior not only develops a person in academic and personal life but also helps a great deal in becoming an asset and valuable organizational member in professional life as well.

The managers can easily invoke the organizational citizenship behaviors through the path of work engagement and practicing the paternalistic and transformational leadership styles. Organizational citizenship behavior is important for increasing group and overall performance of higher education institutes. It also increases job satisfaction, productivity, efficiency and customer satisfaction. Moreover, teacher's OCB is of high importance to higher education institutions as higher education institutes all over the world are facing fierce competition and survival threat and teachers who go beyond their extra role behaviors help their institutes remain competitive over time (Donglong, Taejun, Julie & Sanghun, 2020). Thus, higher education institutes can increase the organizational citizenship behavior of employees by employing the suitable leadership style and inducing work engagement among them.

Managing the human resources can be a difficult task for the managers in any organization. This is because every individual/employee has his/her own traits and must be handled differently. The transformational leader knows how to handle the employees thus managing them successfully and provoking them to exhibit the organizational citizenship behavior. This study shows that not only the leadership style but the organizational culture also plays an important role in determining the extent of organizational citizenship behavior an employee exhibit. The work engagement levels of employees must also be kept in mind by the managers so that the abilities of employees can be utilized to create OCB.

Pakistani firms can utilize the results of this study to apply the transformational and paternalistic leadership styles, along with creating an organizational culture that can nurture the organizational citizenship behavior. In this way, not only the employee's behaviors but the business outcomes can be improved. The managers in Pakistani firms should first try to

improve their own leadership style and make it compatible enough so that the employees can exhibit organizational citizenship behavior. After that, they can work on the employee's work engagement and organizational culture so that the team dynamics can be achieved. The transformational leaders have better relationships with their followers and managers in Pakistani firms should apply these results in order to achieve the best relationship status with their employees. Therefore, in context of Pakistan, it is indispensable to develop the transformational leadership style to increase the organizational citizenship behaviors in employees. The leaders/managers with transformational style tends to have a positive relationship with the followers and thus the business goals can be achieved with harmony. The managers in Human Resource department should focus on hiring the transformational leaders that can help the employees to become engaged in their work and thus attain the organizational objectives along with the personal goals (Khalili, 2017).

Academic leaders of HEIs should encourage to foster the organizational citizenship behaviors in academicians because this can lead to organizational as well as individual success. Furthermore, to encourage or develop organizational citizenship behaviors in faculty the departmental heads of HEI's should engage their faculty in focused trainings and activities to uplift the organizational citizenship behaviors in HEI's. Moreover, departmental heads should also appreciate, guide and coach the faculty in the right path that will lead in promoting the organizational citizenship behavior in HEI's. They must work in order to create a dynamic environment that can positively stimulate the organizational citizenship behaviors. Transformational leaders can do this very well. The followers that have a strong LMX with the leaders because of the transformational style can easily get engaged in their

work, build a positive organizational culture and hence exhibit the organizational citizenship behavior.

Managers and practitioners should focus on developing a strong mutual trust relationship between leaders and followers so that organizational efficiency can lead to positive organizational culture. This can be done via face-to-face meetings and developing a strong tie with the employees through lunch breaks and building a positive work environment with help of issue solving. Employees who are satisfied and have higher levels of job commitment are also said to exhibit organizational citizenship behavior. Hence managers should work on employee's job satisfaction and job commitment (Nohe & Hertel, 2017). Some researchers also suggest that organizations should also work on building the appropriate leadership style so that the leader and followers are more than just boss and employee. A transformational leader can have a significant impact on the organizational citizenship behaviors of employees because this type of leaders has strong LMX relations with their followers and their followers are more satisfied with their jobs. This satisfaction brings job commitment which in turn fosters the organizational citizenship behaviors in employees.

Keeping the mediation effect of work engagement in mind, leaders of higher education institutes should focus on engaging their faculty members in different activities. This will in turn help to increase their organizational citizenship behaviors. Furthermore, the effect of different leadership styles vary in different situations. For example, transformational leadership style in innovative culture nourishes creativity and organizational citizenship behaviors among employees whereas paternalistic leadership style practices authority over

employees and might suppress creativity. Thus it is more appropriate for managers to use leadership style according to the culture of the organization.

5.5 Contributions

This study will help the managers, practitioners and researchers to get a deep insight of the relationship that exists between leadership styles and organizational citizenship behaviors. This study is based on strong theoretical foundations that suggests a positive and significant relationship between the transformational leadership and organizational citizenship behaviors and paternalistic leadership and organizational citizenship behavior in presence of organizational culture as moderator and work engagement of the employees as mediator. This study can contribute in the area of leadership styles and its association with the work engagement levels of employees. This study explains the path of the relationship that exists between the leadership style and organizational citizenship behavior. The mediator work engagement is the real path that explains why transformational and paternalistic leadership is associated with the organizational citizenship behaviors. This study also contributes to study this relationship in the educational sector's context. This is because the educational sector of developing country like Pakistan is facing a lot of issues that are usually related to human resources and human motivation.

This study contributes in this field because it explains how and why the leaders can help in fostering organizational citizenship behaviors in their employees. This study will help the researchers to understand the theoretical findings that explains the moderation of organizational culture and mediating role of work engagement. This study contributes to existing literature in a sense that it correlates the transformational/paternalistic leadership with organizational citizenship behavior through work engagement levels. The employees

that are more engaged exhibit higher levels of organizational citizenship behaviors and vice versa. In the same way, the organizational culture can strengthen or weaken the relationship because this study has taken organizational culture as a moderator. This study has also contributed in existing literature in a sense that it has found out the relationship of leadership styles with the organizational citizenship behaviors. Two main leadership styles prevalent in Pakistan are transformational and paternalistic styles and this study basically explains how these styles can impact the organizational citizenship behaviors in the employees.

5.6 Limitations of the Study

First of all, this study is based in Pakistan hence the data collected from the Pakistani context limits the generalizability of the study. This study explains the specific behaviors of employees strictly limited to the Pakistani context. This may or may not include the organizational cultures, the motivational levels of employees and other factors that contribute to these results that are achieved. These results might not be applicable to other countries. So, geographical boundaries are the first limitation of the study. Secondly, the sample size is small and could have been extended to have an overview of the whole population. Smaller samples are usually not enough to generalize the results to the whole population. Thirdly, the data has been gathered at the same time which does not include the time trends and change in factors that are related to time.

The cross-sectional researches have some limitations associated with them. Another limitation of the study is that the responses are based on the employee's/teacher's side and the supervisor's side is not taken into account. This study is based on the transformational and paternalistic leadership styles, however, there are other leadership styles prevalent in Pakistan that can be taken into account because of the diversity in the management styles and

leadership styles across Pakistan. Not only the leadership styles, but there are some other antecedents of organizational citizenship behaviors that must be kept in mind and examined so that it can be well examined. This study also has another limitation of studying the behaviors of teachers/faculty members in the HEI's. This study provides an insight to the employees working in the education sector and specially the faculty members. This also limits the generalizability of results to other sectors of economy like manufacturing, telecom or services sector.

5.7 Directions for Future Research

With respect to limitations mentioned in previous section, future researchers can conduct the same study with different geographies so that generalizability can be achieved. The study conducted in single country in single context can never be applied to the whole population thus limiting the generalizability. The same study may be conducted in future in come other developing country so that results can be compared and there can be addition in the empirical literature as well. Study conducted in different context will be a valuable addition to the empirical literature. In future, researchers may work on a larger sample so that the results can be generalized to whole population.

The smaller sample sizes have a limitation that due to some factors; the results cannot be generalized to whole population. Future researchers may also try to gather data with time-series analysis so as to cater the factors that changes with time. Researchers can also work on other sectors of the economy. This study gathered the data from the educational sector only. Futures researchers can work on the services sector, manufacturing sector or other sectors of economy where the employee's behaviors need to be studied. Data gathered from only the faculty members is not enough to generalize the results to all employees and all

organizations. Therefore, future researches must be conducted on the organizations other than HEI's of Pakistan. Most importantly, the data in future must be gathered keeping in view the supervisor's side as in this study, data is gathered only from the employee's responses. Another aspect that future researches can examine is the leadership styles other than transformational and paternalistic.

There are other styles prevalent in Pakistan that can be studied in future to examine the relationship of leadership and organizational citizenship behavior (Nohe & Hertel, 2017). Future researchers may also study different antecedents of organizational citizenship behavior. These may include the role clarity, organizational commitment, job satisfaction and personality traits. Future researchers can focus on these antecedents along with the mediators and moderators to study the impact on organizational citizenship behavior. Future researchers can also use gender as a moderator because the tendency to exhibit organizational citizenship behavior is different for males and females. So, gender can also play an important role in moderating the relationship of leadership and organizational citizenship behavior. Gender also plays an important role in shaping the leadership styles because there is a visible difference in personality traits of males and females (Allen & Jang, 2016).

5.8 Summary

The chapter concludes the results of the study and proposed practical implications and contributions made by this research. The study set out to study the effect of leadership styles on organizational citizenship behavior with work engagement as mediator and culture as moderation in public and private higher education institutes of Punjab. The results revealed that all the proposed hypotheses were supported by the research. Research implications of this research are discussed in this chapter. Last but not the least, the researcher points out the

limitations of this research and how this research could be furthered by suggesting directions for future research.

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7 ANNEXURE: Questionnaire

This is an academic questionnaire, used purely for research purpose. All the data will be treated in a confidential manner. There is no right or wrong answer, only your personal opinion is required. Your kind cooperation is much appreciated.					
Gender: Male / Female					
Qualification: Masters/ M.Phil./ Doctorate / Other:					
Experience in Years: a) 1-3 b) 4-6 c) 7-10 d)11-15 e)16-20 f)20+					
Income: Below Rs. 50,000, Rs. 50,001-Rs.100,000, Rs. 100,001-Rs.200,000, Above Rs. 200,000					
Organization: Government / Private					
Please answer the following questions, keeping in view the following scale					
The scales for the following items are: 5=Strongly Agree, 4=Agree, 3=Neither Agree nor Disagree, 4=Disagree, 5=Strongly Disagree					
Work Engagement					
• Vigor					
1. At my work, I feel bursting with energy	5	4	3	2	1
2. At my job, I feel strong and vigorous	5	4	3	2	1
3. When I get up in the morning, I feel like going to work	5	4	3	2	1
4. I can continue working for very long periods at a time	5	4	3	2	1
5. At my job, I am very resilient, mentally	5	4	3	2	1
6. At my work I always persevere, even when things do not go well*	5	4	3	2	1
• Dedication					
7. I find the work that I do full of meaning and purpose	5	4	3	2	1
8. I am enthusiastic about my job	5	4	3	2	1
9. My job inspires me	5	4	3	2	1
10. I am proud on the work that I do	5	4	3	2	1
11. To me, my job is challenging	5	4	3	2	1
• Absorption					
12. Time flies when I'm working	5	4	3	2	1

13. When I am working, I forget everything else around me	5	4	3	2	1
14. I feel happy when I am working intensely	5	4	3	2	1
15. I am immersed in my work	5	4	3	2	1
16. I get carried away when I'm working	5	4	3	2	1
17. It is difficult to detach myself from my job*	5	4	3	2	1
Organizational Citizenship Behavior					
• Conscientiousness					
18. I obey the organization's rules and regulations even when no is watching	5	4	3	2	1
19. I am one of the organization's most conscientious employees	5	4	3	2	1
20. I believe in giving an honest day's work for an honest day's pay	5	4	3	2	1
• Sportsmanship					
21. I consume a lot of time complaining about trivial matters	5	4	3	2	1
22. I always focus on what's wrong, rather than the positive side	5	4	3	2	1
23. I tend to make "mountains out of molehills"	5	4	3	2	1
24. I always find fault with what the organization is doing	5	4	3	2	1
25. I am the classic "squeaky wheel" that always needs greasing (i.e., I make the loudest noise with my problems)	5	4	3	2	1
• Civic Virtue					
26. I attend meetings that are not mandatory, but considered important	5	4	3	2	1
27. I attend functions that are not required, but help the organization's image	5	4	3	2	1
28. I keep abreast of changes in the organization	5	4	3	2	1
29. I read and keep up with organization announcements, memos and so on	5	4	3	2	1
• Courtesy					
30. I am mindful of how my behavior affects other people's jobs	5	4	3	2	1
31. I do not abuse the rights of others	5	4	3	2	1

32. I try to avoid creating problems for co-workers	5	4	3	2	1
• Altruism					
33. I help others who have heavy work loads	5	4	3	2	1
34. I help orient new people even though it is not required	5	4	3	2	1
35. I willingly help others who have work related problems	5	4	3	2	1
36. I am always ready to lend a helping hand to those around me	5	4	3	2	1
Transformational leadership					
• Vision					
37. My senior has a clear understanding of where we are going.	5	4	3	2	1
38. My senior has a clear sense of where he/she wants our unit to be in 5 years.	5	4	3	2	1
39. My senior has no idea where the organization is going.	5	4	3	2	1
• Inspirational communication					
40. My senior says things that make employees proud to be a part of this organization.	5	4	3	2	1
41. My senior says positive things about the work unit	5	4	3	2	1
42. My senior encourages people to see changing environments as situations full of opportunities.	5	4	3	2	1
• Intellectual Stimulation					
43. My senior challenges me to think about old problems in new ways.	5	4	3	2	1
44. My senior has ideas that have forced me to rethink some things that I have never questioned before.	5	4	3	2	1
45. My senior has challenged me to rethink some of my basic assumptions about my work.	5	4	3	2	1
• Supportive Leadership					
46. My senior considers my personal feelings before acting.	5	4	3	2	1
47. My senior behaves in a manner which is thoughtful of my personal needs.	5	4	3	2	1
48. My senior sees that the interests of employees are given due	5	4	3	2	1

consideration.					
Personal Recognition					
49. My senior commends me when I do a better than average job.	5	4	3	2	1
50. My senior acknowledges improvement in my quality of work.	5	4	3	2	1
51. My senior personally compliments me when I do outstanding work.	5	4	3	2	1
Organization Culture					
Bureaucratic (Controlled) Culture					
52. Our organization is characterized by a formalized and structured place to work.	5	4	3	2	1
53. Our organization's procedures govern what people do.	5	4	3	2	1
54. Formal rules and policies hold our organization together.	5	4	3	2	1
Supportive Culture					
55. Our organization is typified by a friendly place to work where people share a lot of themselves	5	4	3	2	1
56. Seniors in our organization are thought of as mentors and perhaps even as parent figures.	5	4	3	2	1
57. In our organization success is defined in terms of internal climate and concern for people.	5	4	3	2	1
Innovative Culture					
58. In our organization staff is visionary, innovative, and risk-oriented.	5	4	3	2	1
59. The glue that holds the organization together is commitment to experimentation and innovation.	5	4	3	2	1
60. In our organization readiness for change and meeting new challenges are important	5	4	3	2	1
Paternalistic Leadership					
Benevolent Leadership					
61. My seniors are like a family member when he/she gets along with us.	5	4	3	2	1
62. My seniors devote all his/her energy to taking care of me.	5	4	3	2	1

63. Beyond work relations, my seniors express concern about my daily life.	5	4	3	2	1
64. My seniors ordinarily show a kind concern for my comfort.	5	4	3	2	1
65. My seniors will help me when I'm in an emergency.	5	4	3	2	1
66. My seniors meet my needs according to my personal requests.	5	4	3	2	1
67. My seniors encourage me when I encounter arduous problems.	5	4	3	2	1
68. My seniors take good care of my family members as well.	5	4	3	2	1
69. My seniors try to understand what the cause is when I don't perform well.	5	4	3	2	1
70. My seniors handle what is difficult to do or manage in everyday life for me.	5	4	3	2	1
• Moral Leadership					
71. My seniors never avenge a personal wrong in the name of public interest when they are offended. (reversed)	5	4	3	2	1
72. My seniors employ people according to their virtues and does not envy others' abilities and virtues.	5	4	3	2	1
73. My seniors use their authority to seek special privileges for themselves.	5	4	3	2	1
74. My seniors don't take the credit for my achievements and contributions for themselves.	5	4	3	2	1
75. My seniors do not take advantage of me for personal gain	5	4	3	2	1
76. My seniors do not use guanxi (personal relationships) or back-door practices to obtain illicit personal gains.	5	4	3	2	1
• Authoritarianism					
77. My seniors determined all decisions in the organization whether they are important or not	5	4	3	2	1
78. My seniors always have the last say in the meeting.	5	4	3	2	1
79. My seniors always behave in a commanding fashion in front of employees.	5	4	3	2	1
80. I feel pressured when working with my seniors.	5	4	3	2	1

81. My seniors exercise strict discipline over subordinates.	5	4	3	2	1
82. My seniors emphasize that our group must have the best performance of all the units in the organization	5	4	3	2	1
83. My seniors scold us when we can't accomplish our tasks.	5	4	3	2	1