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Examining the relationship of paternalistic leadership, extent of centralisation and employee's voice behaviour

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Abstract: Among many leadership approaches in Asia, literatures failed to gauge applicability of paternalistic leadership in Pakistani organisations. This research stresses on discussing how voice varies across the triad model of paternalistic leadership styles, power distance orientation, their interactions, and extent of centralisation. Data was collected from a sample of 324 employees, which includes 146 employees from public and 178 employees from private universities and banks. The proposed hypotheses were tested by using confirmatory factor analysis followed by multiple regression analysis. The findings showed that employees' voice behaviour was negatively associated with authoritarian paternalism; positively associated with benevolent and moral paternalism; and negatively associated with extent of centralisation. Also, the positive relationship of benevolent paternalism and employees' voice behaviour was stronger when employees experience high levels of power distance, thereby accepting the proposed hypotheses. However, contrary to the propositions, no significant results were obtained regarding power distance moderating negative authoritarian and positive moral paternalist link with voice behaviour. Implications of findings and future research prospects are discussed.

Keywords: paternalism; paternalistic leadership; authoritative leadership; authoritarian paternalism; benevolent leadership; benevolent paternalism; moral leadership; power distance; extent of centralisation; employee voice behaviour.

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1 Introduction

With competition getting increasingly intense, keeping the benefits of the organisation and securing long run competitiveness over the rivals is essential, depending on administrative decisions alone cannot fundamentally solve the problems that organisation confronts. Zhou and Long (2011) believe that if leaders need organisational development, it must depend on workers' knowledge, urging employees to effectively put forward the recommendations and strategies for the institution, making the organisation more creative and progressive.

Suggestions, recommendations and opinions of employees have significant role in the development of organisation (Morrison, 2014). However, many workers would rather stay quiet even when they know about issues or have thoughts for making upgrades in response to those issues (Morrison et al., 2011). Voice behaviour is explained as individual's expression of constructive ideas, information, and opinions regarding change in workplace (Van Dyne et al., 2003). Research has shown that people are ready to raise voice when they are in open work settings (Huang et al., 2005; Gorden et al., 1988), while receiving strength from their leaders (Gao et al., 2011).

Leadership approaches like transformational, ethical, openness to voice and consultation practices are significantly used across the world, yet in China, paternalistic leadership commands. Paternalistic leadership, custom of Confucianism, involves discipline, authority with morality, and fatherly benevolence (Cheng et al., 2004; Farh and Cheng, 2000). Studying paternalistic approach in organisations of Pakistan it is crucial to look upon the significance of paternalistic leadership which evokes to consider the impacts on subordinates' voice.

Paternalistic leadership is not examined as a unified construct (Aycan, 2006; Farh et al., 2006). Certainly, Farh and Cheng (2000) described paternalistic leadership practices into three dimensions: authoritarian paternalism, benevolent paternalism and moral paternalism. This study highlights the characteristics of Pakistani culture in order to have a better understanding of how leadership pertains in the Pakistani organisation which involves high collectivism and high power distance supported by the evidence gathered in cross-cultural study by Aycan (2006).

Power distance has been explained as unequal division of power in institutions. In other words, power distance refers to the extent to which subordinate prefers to receive directions by higher power positions than themselves (Madlock, 2012). This research is an effort to investigate power distance, and its joint impacts with three dimensions of paternalism (authoritarian, benevolent and morality) on individuals' voice behaviours in Pakistani organisational context.

Organisational structure is viewed as a composition of constituents that helps the institution to be effective in its working. The structural hierarchy of an organisation significantly affects the individual's behaviour eventually influencing their performance (Tolbert and Hall, 2015). However, the impact can be positive or negative, subject to the structure-culture alignment. Therefore, it is essential to determine the alignment of structure and employee's behaviour by looking upon the impacts of Pakistan's organisational structure on the employers and employees' communication.

2 Literature review and hypothesis

2.1 *Employee's voice behaviour*

Initially, employee's behaviour of voicing is described as an effort to bring change, instead of to escape from an undesirable situation (Tulloch, 1970). Voice research concentrates on the ways to propel workers to voice their musings and to openly express their contemplations about the issues in the organisations (Rees et al., 2013).

Voice is described as 'proactively challenging the status quo and making constructive suggestions' (Yan et al., 2016). Detert and Burris (2007) characterised voice as delivering the information in an attempt to make improvements in organisational functioning that can challenge the organisation's status quo as well as the people in power. Voice practices involves stepping up with regards to react, making remarks and proposals, and feeling the responsibility of raising voice (Rees et al., 2013; LePine and Van Dyne, 1998; Morrison and Milliken, 2000; Quinn and Spreitzer, 1997).

2.2 *Paternalistic leadership and employee's voice behaviour*

Cheng et al. (2004) validated the three dimensional construct of paternalism. Recent researches have taken three constituents of PL as distinct constructs to each other rather than a single construct as a whole (e.g., Chen et al., 2014; Wu et al., 2012), therefore, it could be said that, a multidimensional concept of PL is considered suitable in order to understand leadership style. As per Farh and Cheng (2000), paternalistic leadership practices were illustrated as a three-dimension model: authoritarianism, benevolence and morality.

Leaders having a significant part in persuading individuals to speak up their musing are recognised as essential predecessors of voice behaviour (Morrison et al., 2011). The influence of leadership approach on worker's voice is broadly analysed in numerous literatures (Morrison et al., 2011; Tangirala and Ramanujam, 2008, 2012; Venkataramani and Tangirala, 2010). Researches led in East Asia discovered authoritative leadership approach having a negative relationship with two constructs, benevolence and morality. Conversely, benevolence and morality dimensions of paternalism found to have a positive relation with each other and indicated positive connections with these variables (Cheng et al., 2004). As it is evident by previous studies that these three leadership approaches have a negative relation with each other, it is recommended in the late research by Farh, Cheng, and partners that a general paternalistic leadership is not exceptionally helpful and that the scales ought to be used independently to predict its effects on employee's voice (Chou et al., 2005; Farh et al., 2006).

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Referring to the social exchange theory which offers comprehensive framework for the model developed in this study based on its theoretical foundation. This theory talks about reciprocity (Gouldner, 1960), which anticipates beneficial behaviours reciprocated by individuals who feel the duty to return the favour against the favour received initially. It is expected that PL will result in positive outcomes because of the paternalist ability to build relations with the followers based on affective trust. Social exchange is a concept used massively as a theoretical support to leadership styles and its outcomes (e.g., Kacmar et al., 2011; Mayer et al., 2009; Tse et al., 2008).

In social exchange relationship, trust is considered as a crucial factor for the exchange relationship (Dirks and Ferrin, 2002) and efforts in stabilising the relationship. It is expected that PL will result in positive outcomes because of the paternalist ability to build relations with the followers based on affective trust. Social exchange is a concept used massively as a theoretical support to leadership styles and its outcomes (e.g., Kacmar et al., 2011; Mayer et al., 2009; Tse et al., 2008). Affective trust is described as the strong bonding between two people who carry positive intents for each other. Due to affective trust between both parties, subordinates tend to be obedient to their leaders, benevolence is granted in exchange also superiors' encourage followers to give in useful inputs in decisions which enhances their confidence, therefore, followers demonstrates affective trust only when the paternalist behaviours are benevolent and moral (Aycan, 2006; Farh et al., 2006).

Authoritarianism is sort of the leadership which does not facilitate social exchange relation thereby making subordinates hold their extra role performances including any voice actions. But unlike authoritative leadership style of paternalism, social exchange relationships can be seen where benevolent and moral behaviours of paternalist is being practiced (Colquitt et al., 2007; Loi et al., 2009).

2.3 Authoritarian paternalism and employee's voice behaviour

Authoritarian paternalism is defined as leadership behaviour that exercise power and demands to be adhered to (Farh and Cheng, 2000). They exert their power and dominance upon their workers and they are obliged to settle on unanimous decisions (Tsui et al., 2004), with certain practices, and exercising control over defiance (Aryee et al., 2007). Pakistani societies are built such a way where the individual who heads a family protects family members who are expected to show obedience in return. Such behaviour discourages individuals to speak, since workers are expected to comply with the directions provided by their paternalist leaders having supreme authority. This could be hypothesised such that:

H1 Authoritarian paternalism is negatively related to employees' voice behaviour.

2.4 Benevolent paternalism and employee's voice behaviour

Paternalism talks about personalised relationships and collective benefits, benevolent leaders are the individuals who bring benefits to all. The 'common good' explains shared benefits for all or most individuals of a group (Karakas and Sarigollu, 2012; Daly and Cobb, 1989). Benevolent dimension of paternalism accentuate the concern for employees by providing care to workers that enhances employees' development. Benevolent paternalism seems to have a positive relation with individual's voice, and thus, social

exchange relationship is encouraged (Blau, 1964). Benevolent leader with strong social exchange relationship offers favours to workers who in return respond with valuable suggestions. Resultantly, it could be hypothesised such that:

H2 Benevolent paternalism is positively related to employees' voice behaviour.

2.5 Moral paternalism and employee's voice behaviour

Paternalist having high moral possesses high standards, are self-disciplined, and sensitively deal with their followers, keeping genuineness and regard (Wu et al., 2012). For a leader, it is essential to become a role model for his/her followers which is a prominent constituent of paternalism. Morality in paternalistic leadership means to set up a justice image in order to build trust between paternalist and subordinate. Paternalist having high moral values holds high ethical standards, integrity and values teamwork rather than his/her own personal interests. Such behaviour inspires workers to go beyond compliance, raising the individual's confidence in leaders' verdicts. When confronted with such a paternalistic leader, workers will believe the voicing behaviour to be less risky and intend to make positive remarks. In result, this study could hypothesise as:

H3 Moral paternalism is positively related to employees' voice behaviour

2.6 Power distance

Mulder identified the concept of power distance as the unequal division of power between individual with less power and individual with more power. Hofstede (1997) broadened Mulder's idea of power distance as the degree to which the individuals with less power acknowledge that power is divided unevenly.

Asymmetrical power relationships with inequalities between relationships are observed in Pakistani organisations (Lyon, 2002). In high power distance societies, responsibility of participating in decision making process is vested in the hands of a couple few, and delegation is somewhat avoided. In contrast, organisations with low power distance, every individual is perceived to add their inputs in the process of decision making. Indeed, relationship between the leader and subordinate(s) is valued (Sagie and Aycan, 2003). Worker's ability to open up and think of valuable recommendations are subject to the degree to which supervisors allow and empower the voice in organisations (Umar and Hassan, 2013). Considering these potential risks of voice, negative relationship of power distance with voice can be predicted.

2.6.1 Role of power distance as a moderator between authoritarian paternalism and employee's voice behaviour

People with high PD orientations will probably see paternalistic authority figures as having innate superiority, power, and status (Kirkman et al., 2009). In contrary, people having low PD orientation see leaders as receptive (Helpap, 2016) and will probably build quality relationships with leaders. Power distance has been identified as a moderator in this research. Employees in high power distance orientation accept the chain of command and power differences and naturally with the choices of the authority figures which refrain employee's in voicing their ideas (Khatri, 2009). Therefore, subordinates are asked to totally obey guidelines received from the paternalistic authority figures;

strengthening the concept of power distance, yet in addition these leaders keep their followers from participating in against to their leaders. In conclusion, this could be hypothesised as:

H4 Power distance orientation moderates the relationship between authoritarian paternalism and employee voice behaviour.

2.6.2 Role of power distance as a moderator between benevolent paternalism and employee's voice behaviour

Relationship between paternalistic leader's benevolence and individual's voice behaviour in our research will be moderated by power distance. Particularly, it is recommended that positive relation of benevolent leadership style of paternalism and voice will be deteriorated by the moderating effect of power distance. In high power distance context, leaders hold the superior position having superiority over his/her followers who are inferior to their supervisors, accepting the power imbalance (Tyler et al., 2000), are more inclined to comprehend with the supervisor's opinions (Schaubroeck et al. 2007), and show more submissiveness and compliance to authority figures (Farh et al., 2007; Li and Sun, 2015). Despite of benevolent intentions of paternalist who encourages employee's voice practices by treating them equally as one of their own tend to discourage the followers' voicing actions where there is high power-distance orientation in an organisation, thence, it could be hypothesised as follows:

H5 Power distance orientation moderates the relationship between benevolent paternalism and employee voice behaviour.

2.6.3 Role of power distance as a moderator between moral paternalism and employee's voice behaviour

High power distance cultures are likely to accept that those in possession of power are blessed with wealth and prestige, and these leaders are 'expected' to maintain or otherwise accrue their power, thereby encouraging opportunities for unethical behavioural conducts to achieve such aims (Shaffer and O'Hara, 1995). On the other hand, the subordinates' devotion and agreement towards the moral paternalist in these organisations are so deeply rooted in their cultural beliefs that subordinates naturally look upon their superiors as role models. Nonetheless, acceptance of such practices may snowball into increasingly unethical behaviours over time. This is backed by Newstrom and Ruch's (1975) who believed that individuals, who consistently involve themselves in unethical practices of a minor nature, are more likely to engage in offences of a more serious nature. Therefore, it could be said that, employees' who perceive high power distance may believe that moral paternalistic leaders are more prone to unethical behaviours since top management do not have to answer or defend their decisions to workers in lower level positions, hence, unethical conducts may get undetected. Therefore, it could be said that, workers of high power distance organisations, when experience practical business ethical dilemma would be more reluctant to such unethical behaviours and choose to remain silent. Therefore, based on this, hypothesis for this research could be formed as:

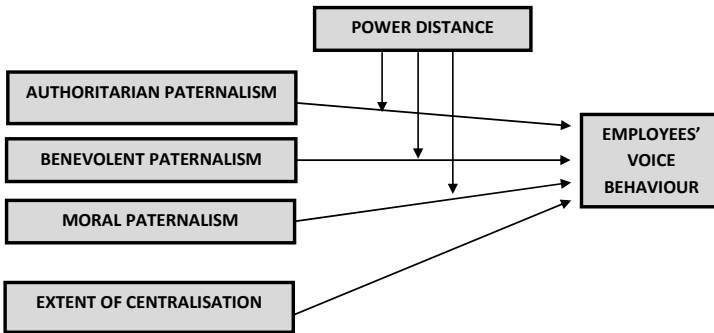
H6 Power distance orientation moderates the relationship between moral paternalism and employee voice behaviour.

2.7 Extent of centralisation and employee’s voice behaviour

Centralisation is a term which is explained as the system where the people in authority make critical key decisions of a firm at organisational level. Commonly one of the problematic areas of having a formal organisational structure is that Pakistani employees dampen their voices due to strict hierarchy. It is evident in previous researches that employees are hesitant to pass on any information which is not necessarily in favour of the higher status people (Athanasziades, 1973; Roberts and O’Reilly, 1974). Decentralisation probably gives a platform to employees where they can speak freely thereby generating new ideas than the centralised ones (Bashir, 2015; Thompson, 1961). Hence, it could be hypothesised as follows:

H7 Centralised organisational structure is negatively related with employees’ voice behaviour.

Figure 1 Research model



3 Methods

3.1 Sample

In this research probability sampling technique is used. Convenience sampling was used to gather data from employees of private and public universities and banks of Lahore. The targeted population of our study is the employees of Pakistani organisations since this study is an effort to examine the paternalism, degree of centralisation and power distance orientation in Pakistani organisations.

The data is collected from private universities of Lahore; University of Central Punjab, University of Management and Technology, Superior University, Riphah International University, Lahore School of Economics and Lahore university of Management Science, and from public universities; Punjab University, Pakistan Institute of Fashion and Design, University of Education, National College of Arts, University of Veterinary and Animal Sciences and Allama Iqbal Open University. Also the data was being collected from private banks of Lahore; MCB Islamic Bank Limited, MCB Bank

Limited, Askari Bank Limited, Faysal Bank, Habib Bank Limited, Allied Bank Limited and Meezan Bank Limited, and public banks; Bank of Punjab, National Bank of Pakistan and Sindh Bank. As there could be seen order and hierarchy in banks and universities that contain chain of command where a leader has to report to his leader and so on above the hierarchy help in capturing the data from people of all levels, thereby, meeting the objective of this study to investigate the impact of centralised organisational structure on voice. Also, it is predicted that perceived power distance is found to be higher in public sector employees than the private sector employees. Therefore, in order to minimise sample selection bias, both the sectors were being chosen. Thus, this study calls for both public and private sector to be surveyed in order to increase generalisability of the findings. Further, sample size of this research is 324 employees having the population of greater than 10,000.

3.2 Measures

Respondents reported the degree to which they agreed with the items that used Likert scales ranging from 1 to 5 for each measure with anchors strongly disagree to strongly agree. The items for primary measures are provided in Table 1. Voice behaviour was measured by the scale developed by Botero and Van Dyne (2009). Authoritative, benevolent and moral leadership style of paternalism was measured by Cheng et al. (2000). Moreover, moderator of this study power distance is assessed by Adenso-Díaz (1998). Lastly, extent of centralisation was measured by Hall (1963). Control variables used in this research contains gender, age, qualification, sector, personal income, current work experience, and, total work experience.

In this study, multiple regression analysis was used to assess the relationships among measures followed by exploratory and confirmatory factor analysis for construct validity that resolved any measurement error that might have occurred.

Table 1 Survey measures for dependent variables

<i>Employee's voice behaviour (Botero and Van Dyne, 2009)</i>
How frequently do you indulge in following activities
I develop and make recommendations to my supervisor concerning issues that affect my work.
I speak up and encourage others in my work unit to get involved in issues that affect our work
I communicate my opinions about work issues to others in my work unit, even if their opinions are different and they disagree with me.
I keep myself well informed about issues at work where my opinion can be useful.
I get involved in issues that affect the quality of life in my work unit
I speak up to my supervisor with ideas for new projects or changes in procedures at work.
<i>Authoritative leadership (Cheng et al., 2000)</i>
My leader
Asks me to obey his/her instructions completely.
Would be annoyed if I oppose his/her ideas in front of the public
Always has the last say in the meeting.

Table 1 Survey measures for dependent variables (continued)

<i>Authoritative leadership (Cheng et al., 2000)</i>
Always behaves in a commanding fashion in front of employees.
Exercises strict discipline over subordinates.
Makes to follow his/her rules to get things done. If not, he/she punishes us severely.
<i>Benevolent leadership (Cheng et al., 2000)</i>
My leader
Is like a family member when he/she gets along with us.
Devotes all his/her energy to taking care of me.
Ordinarily shows a kind concern for my comfort.
Meets my needs according to my personal requests.
Understands my choice to accommodate my private requests
Encourages me when I encounter arduous problems.
Tries to understand what the cause is when I do not perform well.
Handles what is difficult to do or manage in everyday life for me.
<i>Moral leadership (Cheng et al., 2000)</i>
My leader
Never avenges a personal wrong in the name of public interest when he/she is offended.
Employs people according to their virtues and does not envy others' abilities and virtues.
<i>Power distance (Adenso-Díaz, 1998)</i>
My leader
In most situations, managers should make decisions without consulting their subordinates in my organisation.
Once a top-level executive makes a decision in my organisation, people working for the company should not question it
Managers often need to use their power and authority over subordinates.
<i>Extent of centralisation hall (1963)</i>
Respond to each statement that closely reflects your judgement
There can be little action taken here until a supervisor approves a decision
A person who wants to make his own decisions would be quickly discouraged here
Even small matters have to be referred to someone higher up for a final answer.
I have to ask my boss before I do almost anything.
Any decision I make has to have my boss's approval.

Note: a. All items for dependent and independent variables are measured on a five point scale 1 = 'strongly disagree' to 5 = 'strongly agree'.

4 Results

4.1 Demographic characteristics of sample

It is observed from the surveyed results that, the proportion of females (62.7%) was greater than that of males (37.3%). In terms of age, 10.8%, 37.7%, 30.6%, 11.1%, 6.2%, 1.2%, 2.5% respondents belong to age groups 19–24, 25–30, 31–36, 37–42, 43–48, 49–54 and 55 and above respectively. With reference to educational level, only 0.9% of all surveyed respondents have intermediate/diploma degree, a majority of surveyed respondents, i.e., 33.3% and 51.9% hold graduate or post graduate qualification, 7.4% respondents carry doctorate degree and 6.5% carry any other degree. Further, 54.9% surveyed employees are from private sector, whereas 45.1% employees belong to public sector.

Table 2 Demographic characteristics of respondents

	<i>Frequency</i>	<i>Percent</i>
Gender		
Female	121	62.7
Male	203	37.3
Educational level		
Intermediate/diploma	3	.9
Graduate	108	33.3
Post graduate	108	51.9
Doctorate	24	7.4
Any other	21	6.5
Monthly income (Rupees)		
16,000–24,000	24	7.4
25,000–34,000	72	22.2
35,000–44,000	52	16.0
45,000–54,000	46	14.2
55,000–64,000	28	8.6
65,000–74,000	30	9.3
75,000 and above	72	22.2
Sector		
Private	178	54.9
Public	146	45.1
Age (years)		
19–24	35	10.8
25–30	122	37.7
31–36	99	30.6
37–42	36	11.1
43–48	20	6.2
49–54	4	1.2
55 and above	8	2.5

It could be observed from correlation matrix analysis that, majority of all independent variables had statistically significant relationships with dependent variable.

Table 3 The correlation matrix: items relating to employee’s voice behaviour

	<i>AP</i>	<i>BP</i>	<i>MP</i>	<i>PD</i>	<i>ZAP_x</i> <i>ZPD</i>	<i>ZBP_x</i> <i>ZPD</i>	<i>ZMP_x</i> <i>ZPD</i>	<i>EOC</i>	<i>EV</i>
1 Authoritarian paternalism (AP)	1	-0.52**	-0.26**	0.14	-0.10	0.18**	0.20**	0.63**	-0.45**
2 Benevolent paternalism (BP)		1	0.45**	0.03*	0.17**	-0.10**	-0.01	-0.55**	0.52**
3 Moral paternalism (MP)			1	0.06	0.19**	-0.01	0.02	-0.23**	0.35**
4 Power distance (PD)				1	0.16**	-0.13*	-0.04	0.06	0.10
5 ZAP _x ZPD moderation					1	-0.44**	-0.04	-0.13*	0.23**
6 ZBP _x ZPD moderation						1	0.42**	0.17**	-0.22**
7 ZMP _x ZPD moderation							1	0.12**	-0.03
8 Extent of centralisation (EOC)								1	0.51**
9 Employee’s voice behaviour (EV)									1

4.2 Multiple regression analysis

The findings tell that, after going through EFA and CFA tests, the items that showed less correlation with each other and failed to explain their parent factor were deleted in order to improve the model fit. Hence, the remaining items identified with their unique factor were considered for further investigation; checked their reliabilities (Cronbach alpha), correlations of the factors developed, and finally used for regression analysis. Multiple regression analysis was run on the factors observed significant and validated in EFA and CFA analysis. Further, the value of the variance inflation factor (VIF) was examined to see whether there exist any serious multicollinearity problems.

A significant multiple regression equation was found with all 14 predictors produced R value 0.707, i.e., 70.7% of correlation is there in independent and dependent variables. R square value 0.472 or 47.2% variation in dependent variable is explained by the choice of independent, moderator, interactions and control variables.

The Cronbach’s alpha coefficient values of authoritarian paternalism, benevolent paternalism, employees’ voice behaviour, and, extent of centralisation were (five items; $\alpha = 0.842$), (eight items; $\alpha = 0.914$), (six items; $\alpha = 0.887$), and, (five items; $\alpha = 0.847$)

respectively, represented good internal consistency between the items measuring the underlying constructs. The values greater than 0.7 are acceptable; however, values greater than 0.8 are preferable (Pallant, 2007). Further, the Cronbach's alpha coefficient values of moral paternalism and power distance were (two items; $\alpha = 0.647$) and (three items; $\alpha = 0.543$) respectively. If a factor contains fewer items (less than ten items) than Cronbach's alpha value 0.5 shows moderate correlation between the items (Pallant, 2007).

Table 4 Regression results of employee's voice behaviour

<i>Variables</i>	<i>Standardised coefficients</i>	<i>T value</i>	<i>Cronbach's alpha</i>
Employee's voice behaviour			0.887
Authoritarian paternalism	-0.143**	-2.519	0.842
Benevolent paternalism	0.192***	3.34	0.914
Moral paternalism	0.129***	2.723	0.647
Power distance	0.108**	2.491	0.543
EOC	-0.17***	-2.98	0.847
Gender	0.0150	0.336	
Qualification	0.0310	0.718	
Sector	-0.11**	-2.33	
CWE	-0.0310	-0.601	
Income	0.191***	3.346	
Age	0.171***	2.923	
N	324		
R-square	0.495		

Among all control variables, analysis showed that sector, personal income and age significantly impact the dependent variable with p value of 0.020 ($b = -0.110$, $p = 0.020$), p value of 0.001 ($b = 0.191$, $p = 0.001$), and p value of 0.004 ($b = 0.171$, $p = 0.004$) respectively. Sector with significant and negative result illustrated that private sector (coded as 0) has more contribution in explaining employees' voice behaviour than public sector. Contrary to the significant results, gender ($b = 0.015$, $p = 0.737$), qualification ($b = 0.031$, $p = 0.473$), and, current work experience ($b = -0.031$, $p = 0.548$) are statistically non-significant to the hypotheses. However, total work experience ($b = 0.139$, $p = 0.103$, VIF = 4.438) showed multicollinearity and thus it was excluded from control variables.

The study aimed to examine the relationship between paternalistic leadership constituents, power distance, extent of centralisation, and employees' voice behaviour. There were seven hypotheses in this research study. The regression analysis showed the results of hypotheses, as presented in Table 4.

4.3 Discussion

The findings showed how employees' voice behaviour got affected with the presence of three dimensions of paternalistic leadership also being moderated with power distance,

and, organisational structure containing centralised structure and thus met the research objectives.

The result is consistent with the findings of Li and Sun (2015) indicating that authoritative leadership style of paternalism possess strict controlled nature suppressing employees' voice, this proposal accepted with negative significant result depicting employees' fear of voicing in front of the paternalist. According to the research, benevolent is positively associated with employees' voice behaviour helped in meeting second aim of this study. This hypothesis was confirmed by the results which illustrate that benevolent paternalism tends to protect and improve lives of subordinates in a fatherly way (Saher et al., 2013; Kerfoot and Knights, 1993) by displaying diligent care, understanding individuals personally and individually and helping in influencing followers' emotions such that they see their value in organisation (Aycan, 2006). Further, moral paternalist is also positively related to employees' voice behaviour. The hypothesised statement was confirmed by the findings, since it is an important for a paternalist to govern employees by being a role model for them demonstrating encouraging motive behaviours (Hannah et al., 2011; Ardichvili and Jondle, 2009; Brown et al., 2005), these leaders make employees follow their lead making those employees adopt such behaviours and therefore are allowed to give their views as to bring innovation in system or organisation (Niu et al., 2009).

The efforts made in this research helped in achieving another objective of this study that was to examine the moderating influence of power distance on the relationships of three dimensions of paternalism and voice. Power distance moderated the positive link between benevolent paternalism and voice behaviour such that the link becomes weaker with perceived high power distance orientation. Paternalist despite of their benevolent intentions are compelled to follow the system and suppress followers' voice since those leaders themselves responded with silence in front of their leaders up the hierarchy when perceived same high power gap.

Perceived high power distance by employees weakens the negative relationship between authoritarian paternalism and employees' voice behaviour is contrary to the proposed hypothesis. Subordinates those who lived in their own bubble and never dare to break it due to high perceived power distance are now encouraged within themselves to wrong this fact. Moreover, the result of Hypothesis 6 also opposes to what was initially proposed. Perceived high power distance strengthens the positive relationship of moral paternalist and employees' voice behaviour (Rhode, 2011). This is possible despite of employees' high power distance perception, since paternalist with moral values are conscious of their reputation by remaining just and provide equitable access to care and resources to followers who in turn recognise paternalist's moral teachings and reciprocate favours received (Niu et al., 2009).

Hypothesis 7 claimed that there's a negative relation between extent of centralisation and employees' voice behaviour. In organisations of Pakistan, it has been observed from the results that, employees' choose to repress any inputs they have where they experience strict hierarchy in structure who would not want any ideas of others' from lower positions taking prominence other than their owns (Morrison and Milliken, 2000; Morrison and Rothman, 2009).

Research showed theoretical contributions to the present literature on employees' voice behaviour, expands the body of knowledge of triad model of paternalism, power distance, and degree of centralisation by incorporating these four distinct research streams and investigating their roles when studied together. To the best of my knowledge,

this research is the first attempt to investigate the combined effects of three constituents of paternalistic leaderships, power distance and employees' voice behaviour.

Findings of Yoon (2012) showed supervisors' gender having significant associating with employees' voice. Therefore, it is recommended that future research might include supervisors' gender as a moderator in examining its effect on the relationship of paternalistic leadership and voice. Also, future researchers are suggested to incorporate other antecedents such as psychological security and proactive personality as moderators of PL and voice link.

In conclusion, this research is meaningful because it focuses on extending the knowledge of employees' voicing behaviours by detailed investigation on paternalism previously been studied in Chinese organisations context, but for the first time, this research is an effort to give new insights on three dimensions of paternalistic leadership exercised in Pakistani organisation with perceived power distance by workers and their voice behaviours.

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