

A Statistical Analysis of Commercial Banks and the Influence of Paternalistic Leadership on Employee Job Performance

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Received: 6 Nov. 2024, Revised: 22 Dec. 2024, Accepted: 7 Feb. 2025

Published online: 1 Mar. 2025

Abstract: This study examines the impact of paternal leadership on job performance, where paternal leadership is defined through three dimensions: benevolent leadership, animal leadership, and authoritarian leadership. Job performance is assessed using a series of descriptive phrases. A descriptive analytical approach was employed, utilizing a questionnaire distributed to employees in commercial banks. A stratified random sampling method was applied to ensure a comprehensive and current representation of the study population, which consists of a diverse group of bank employees. The findings indicate significant variances in employee perceptions regarding ethical leadership and benevolent leadership within private commercial banks. Furthermore, the study reveals that ethical leadership has a notable positive effect on job performance, whereas both benevolent and authoritarian leadership do not show significant impacts on job performance. Additionally, there are marked differences in employee opinions regarding paternalistic leadership and job performance. Based on these findings, the study recommends enhancing oversight of administrative leadership at all levels, promoting ethical behavior among employees, and advocating for accountability in human resources practices such as recruitment and selection. It also emphasizes the need for improved training programs and the establishment of clear legal regulations for banks, along with fostering open communication between upper management and staff beyond formal interactions.

Keywords: Paternalistic Leadership - Employee Job Performance - Commercial Banks - Benevolent Leadership - Moral leadership - Authoritarian leadership.

1 Introduction

The current Leadership Research has Indicated that different Leadership styles Exist, especially comparing paternalistic and Transformational Leadership. The problem with paternalistic Leadership is the Inconsistent and non-scientific Findings From quantitative Research. However, there is a lack of real-world studies on paternalistic leadership, especially in developing countries like Egypt. So, this study aims to fill this gap and Examine how the three dimensions of paternalistic Leadership (authoritative, benevolent, and moral leadership) Impact job performance. (Khudhair et. al.2022) (Yamin, 2022).

The aims of this study consist of two issues. Firstly, the study aimed to Investigate the influence of paternalistic leadership on job performance. Secondly, the study intends to investigate the influence of the specific three-dimensional dimensions of paternalistic Leadership on job performance. To achieve these aims, three hypotheses have been developed. To the best of the authors' knowledge, previous studies have not taken this approach. Rather (Kalsoom et. al.2020), in an attempt to Explain the Complex Concept, Research in the field of Leadership has predominantly attempted to understand the Effect of the overall paternalistic Leadership Rather than by Examining the Effect of the specific dimensions of paternalistic Leadership. Therefore, the significance of this study is due to the scarcity of

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Evidence in the existing Literature. Regardless, the study at hand advances our understanding of the positive outcomes of paternalistic Leadership, Extending the Literature in this area. (Koçak & Küçük, 2021) (Yamin, 2022).

1.1 Background and Rationale

In behavioral theories of leadership, much attention has been devoted to understanding leadership styles, one leadership style, which has frequently been debated, although it has not been yet thoroughly Investigated, is "Paternalistic Leadership". Ongoing global studies have focused on whether the effects of paternalistic leadership are in favor or against individual and organizational interest (Shahzad et. al., 2022). Some have suggested that it is favorable for both the Employees and organizations, while others argue that it may lead to negative consequences. Although numerous studies have thoroughly investigated the positive consequences of such a leadership style, none has studied its outcomes on Employee job performance (Khan and Gul, 2020).

After a thorough investigation of the effects of all on various employee outcomes, we raised the hypothesis that links the Leadership constructs, paternalism, and outcomes Together. Thus, we set out to investigate the direct Effect of paternalistic Leadership on Employee's satisfaction, burnout and job performance. Paternalistic Leadership is a well-grounded topic with the Arab culture, while the cultural differences should be sufficient to warrant the national setting of our Research. Accordingly, we Extended our study to investigate our proposed model context specifically with regard to the Employees of commercial banks in the Arab Republic of Egypt, thereby Initiating a new area of Research. We hypothesize that paternalistic leadership affects job performance through intervening Employee satisfaction with this specific case. prior Findings have indicated, Employees perceived leadership as a Moral voice to guide them in terms of both personal and work-related aspects. Furthermore, the outcomes of previous studies have further demonstrated that when perceiving their supervisors as a father or father figure, Employees tend to complete the set tasks with stronger commitment, dedication and connectivity as a reflection of their loyalty towards their paternalistic supervisors. (Abd Elgawad. et. al.2020) (Shahid and Babar, 2022)

1.2 Research Aim and Objectives

The Essence of this field Research is to scrutinize the Relationship between paternalistic leadership combination of authoritarian, benevolent, and Moral Leadership) (Noviana, 2022) and its potential Effect on the subordinates' job performance in the workplace, particularly within a non-Western context: Commercial Banks in the Arab Republic of Egypt (ARE). Thus, this research Endeavors to Examine, through Empirical Investigations undertaken in the ARE, the following research questions What are the Effects of humanitarian Leadership on the subordinates' jobs in the commercial Banks in the ARE? Is there any negative influence of Authoritarian leadership on the subordinates' job performance in the Banks? How much moral Leadership could Contribute to the Enhancement of job performance in these Banks?

The Investigation aims to Extend Extant knowledge by deriving Information applicable specifically to the situation prevailing Especially in commercial banks in Egypt. To be specific, the practitioner-oriented goal of this research is to explore paternalistic leadership, its Leadership legacy, if any, and the outcome: job performance of the employees or subordinates. The fatherly Leadership has been recognized as a key Factor for the Rapid success of the Japanese, particularly Chinese businesses in the Far East, the Pacific Rim, and for Great Britain in Africa, Mauritius, and other Commonwealth Countries (Khudhair et. al. 2022). Paternalism is the core of Confucian values, which Emphasizes the social justice and obligations of the superior vis-a-vis the subordinates (Noviana, 2022).

1.3 Significance of the Study

Significance of the Study. In the field of research, paternalistic leadership remains a Critical concern for the researchers and practitioners due to its complex, dynamic, and highly correlational nature and the fact that it has a direct impact on job performance. During the Review, it has been found that, despite caring and significant aspects of Employees' careers, scholars and practitioners have not provided Enough Attention to Evidence supporting goal performances. Therefore, it is high time to answer this question and conduct the research on a developing country where this leadership style has a direct Impact on the performance of the Employees. The present Research will Examine this pattern based on the unique data of the Commercial Banks of Pakistan. (Khudhair et al.2022) (Safdar et al., 2021) (Adžić & Almutairi, 2021).

Regarding the Importance of Benevolent Leadership, most studies have shown that this Leadership style helps Reduce Negative behaviors and achieve many organizational support behaviors such as organizational citizenship and organizational commitment, as shown in Figure (1).

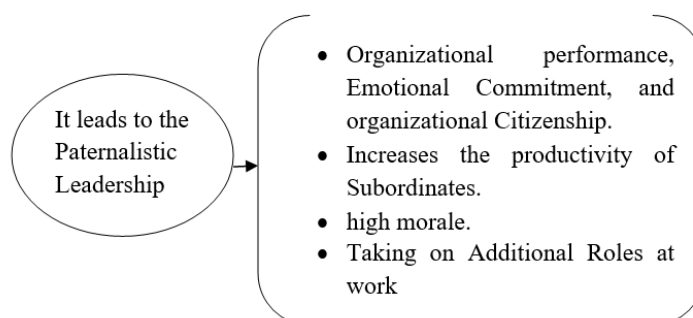


Fig. 1: Significance of the Paternalistic Leadership Source: figure based on (Karakas, F., Sarigollu, E., 2012), (Suknunan, S., & Bhana, A., 2022).

The significance of the research lies in the fact that it contributes to the current pool of knowledge about the indignant Link between paternalistic Leadership and Employee performance. Researchers have missed various leadership Factors due to the high mental and physical turn towards the Fathers' attention, which is quite Necessary while existing in the paternalistic Leadership concept. Additionally, this study will provide some direction and help us to understand the nature of the Commitment between Fathers' attention and Employee job performance, Taking on additional Roles at work. This will help the HR and related specialists to develop various Mechanisms for Regulation, Fathers' attention, and other Leadership styles that Emerge with Employees and can make gender-Friendly policies close to Egyptian Culture for both private sector Employees and business owners Increases the productivity of subordinates. (Koçak & Küçük, 2021) (Safdar et. al., 2021) (Adžić & Almutairi, 2021).

2 Literature Review

The Literature Review on paternalistic Leadership and Egyptian culture that we present below aims at assuming new nuances. This Literature Review unfolds in the subsequent portions of the paper. We propose a discussion on the different collective mental programming in Eastern and Western countries, since national culture is considered as the programming of the human brain that differentiates one group of people from another group of people. We then critically discuss the main Conceptualizations of Each aspect of paternalistic leadership - benevolence, morality, autocracy - distinguishing between three Types - Benevolent, Moral and Autocratic - by presenting the definition widely adopted among scholars. We conclude with a Review of the potential Result on job performance. We Intended to provide the Reader with a deeper understanding of Each paternalistic Leadership aspect by illustrating Researchers' point of view and Empirical Research Findings on Western and non-Western Countries, Specifically for Egypt. (Koçak & Küçük, 2021) (Safdar et al., 2021) (Shahid and Babar2022)

Studies have Consistently shown that paternalistic Leadership has a marked Effect on Employee job performance in the workplace. For (Pawlowska, B., et. al, 2010), paternalistic Leadership is Crucial to the Effective Management of Firms in non-Western countries. Research strongly suggests that an understanding of paternalism in the context in which it is Embedded is crucial to gauging the potential impact on Employee attitudes and behaviors. In slack Economies where jobs are difficult to find, employees are more likely to accept a paternalistic Form of Leadership style provided it is not autocratic in nature. Although paternalistic leadership appears to be most closely linked with non-Western cultures due to the Emphasis on filial piety or loyalty, a 'father figure' who is Benevolent rather than wholly Exploitative is also valued by both the young and the aged in the West, particularly when help is Required. Many of the Findings pertaining to the Benefits of paternalistic Leadership reported in the Research thus far pertain to a Chinese or Confucian culture, where a central tenet of social interaction is the age-based awareness of roles and Relationships. (Khan and Gul, 2020) (Safdar et. al., 2021)

A number of Empirical studies Related to the subject Matter of our study have been Conducted to Reveal the Effects of paternalistic Leadership and its dimensions on employee job performance. A well-documented Empirical study conducted by (Lin, C. P., et. al. 2015) Revealed that Middle Managers' perceptions of the Extent to which their hotels' top-level Managers adopted a paternalistic Leadership style, Inclusive of Benevolence, Moral Leadership, and authority, is associated positively with middle Managers' job performance within the unfamiliar cultural context of Egypt. While Revealing that Benevolence is directly linked with job performance, moral leadership is indirectly linked with job

performance through affective and continuance commitment. Furthermore, have found out that the Impact of Moral Leadership on job performance not only is direct but also is moderated by GLOBE charismatic/value-based Leadership in the Chinese context. other Empirical studies have Revealed that Authority, one of the Components of paternalistic Leadership, is associated positively with job performance study conducted by (Adžić & Almutairi, 2021). Moreover, Empirical Findings provided by Revealed that paternalistic Leadership has a significant and positive direct relationship with job performance, Emotional and social Leadership (Shahid, Babar, 2022).

2.1 Conceptualizing Paternalistic Leadership

Since the World Health Organization (WHO) is Forecasting a (60%) surge in worldwide pharmaceutical demand by the year (2025), Indonesia, being the Largest Islamic country, is dedicated to improving its pharmaceutical Service System in order to Meet this demand, Quality Coaching and paternalistic Leadership are key factors in achieving the desired outcomes and Improving organizational Competency (Koçak & Küçük, 2021).

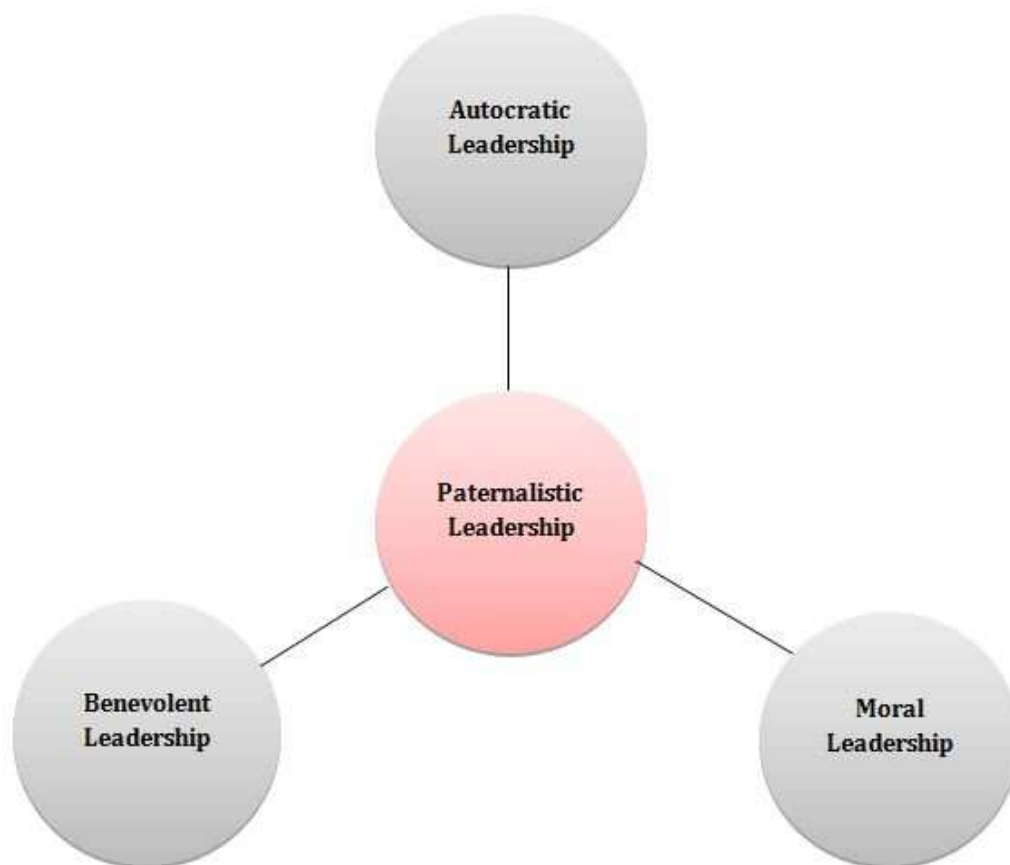


Fig. 2: That is, to identify any paternalistic Leader, you have to Look for these three things. As for the elements of paternal Leadership.

Autocratic Leadership Paternalistic leaders have complete control over all decisions and receive little input from the rest of the organization. That is to say, they are more like authoritarian leaders even though they give room for some input from their subordinates. Leaders exercise authority over their followers, which means they must obey their superiors (Nyamota, G. R., et. al., 2024) . Those who use this leadership style monitor their employees closely and are always the ones to make the final decision. This element ultimately makes paternal leaders' bad listeners. Even with them allowing input from others, they rarely use it.

The Main Characteristics of the Autocratic Element are: Limited input From stakeholders, Highly structured Environment, Clearly defined Rules and processes (Van Vogt, M., et. al, 2004) (Harms, P. D., et. al, 2018).

Benevolent Leadership Compared to the other two Leadership Elements in paternalistic leadership, this is the most preferred. it Emphasizes the Individual and holistic well-being of subordinates personal and social well-being. This Element Means Managers focus on decisions that they deem fit to Improve their Subordinate's lives; personal and Social aspects. The Leader uses performance appraisals, Rewards, and punishments to maintain control of the subordinates (Pellegrini, E. K., & Scandura, T. A., 2008). Subordinates are asked for their thoughts and opinions, and the leader delegates some decision-making authority while Maintaining Tight policy control, Characteristics of Benevolent Leadership are Seek to create more in the world for Everybody, not just for themselves They are pragmatic, generous at heart.

Moral Leadership Management is doing things Right; Leadership is doing the right things (Drucker, P., 2009), Moral Leadership Refers to a leader's ability to serve as a role model for his followers (Drucker, P., 2018), 87% of respondents in a survey carried out by ethics and compliance advisory firm LRN (The State of Moral Leadership in Business 2019) said that moral leadership is more critical today than ever before, Moral leaders show love, respect, treat others fairly, and do not abuse their power (Franklin, R. M, 2024), The essential characteristic of moral leadership is that it seeks to serve others rather than be followed. The moral leadership aspect makes paternal leaders care much about the abilities of their team members rather than their abilities. It focuses on setting an example for others about the rightness or wrongness of particular actions, Characteristics of moral leadership are Building deep personal connections, ask for and listen to tough feedback, Upholding of ethical standards (Tan, C, 2024)

2.2 Theoretical Frameworks and Models

The Model proposed in the current research stems From several theoretical perspectives, the paternalistic leadership style, from the lens of social systems perspective, considers it as an orientation promoting the social reliability between the Employee and the organization and Enhances the sense of communion among Employees. The Model is also developed under the influence of social judgment theory's balance framework. Building on the social judgment theory, (Shahzad et al., 2022) the justness of the perceived legitimacy of the actions of the Manager of the Employee may simultaneously modify the level of identification and Communication. This has the potential to produce positive conation towards the organization. (Khan and Gul, 2020).

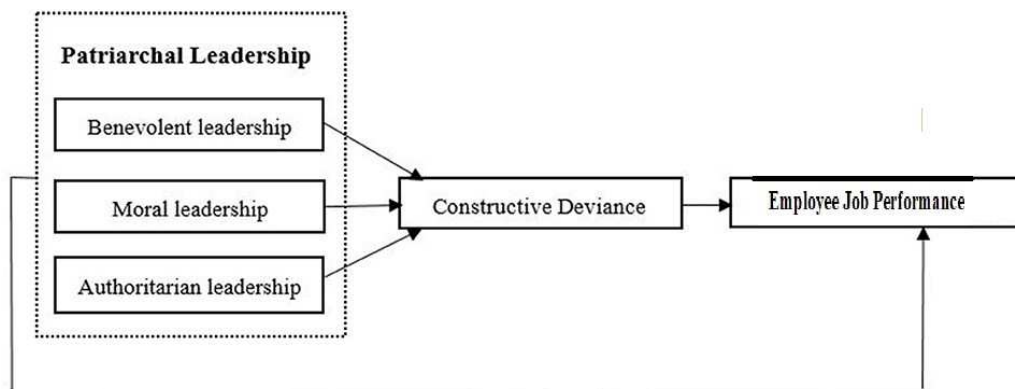


Fig. 3: That is, to illustrates the proposed conceptual framework. **Source:** Figure based on (Zhuang, W. L., et. al., 2024).

Based on the literature reviews on above, the research framework is proposed as shown in Figure (3) Benevolent leaders are always solicitous to their subordinates, providing them with Necessary Resources and Maintaining a close association with them. Benevolent Leaders can not only Increase the work Enthusiasm of their subordinates but also stimulate them to provide positive opinions for decision-making Moral Leadership Reflects Excellent personal cultivation and Integrity, and Moral leaders set a good Example for subordinates, make clear distinctions between public and private interests, and provide Emphasized fairness and justice in decision-making, to Maximize their Credence and Respect. Conversely, authoritarian Leaders focus more on hierarchy (Li, H., and Liu, H, 2014), Normally Relying on institutional or personal authority to suppress subordinates, which will reduce the organizational identification and work Enthusiasm of workers and will hinder Innovation performance (Shahid, Babar, 2022).

This Model, in addition, is influenced by the integrated justice Model. The integrated justice model considers self as a justice judge and the Impact of perceived justice or injustice on oneself as well as on work Motivation and job performance.

Under the influence of this Model, the research proposes that the justness of procedural justice mediates the Effect of paternalistic Leadership on Affective Commitment and participative behavior. We can conclude that the other three justice dimensions will have an Effect only when this Relationship is non-significant. Additionally, the Model is underpinned by the rest of conscience (Dar, M. A, 2020). According to philosophers, every human has it. It helps humans in Recognizing their true needs and Responsibility, consequently helping them in achieving their goals and harmonizing these goals with the Larger common goals. Having this type of Leader Enhances the inputs-to-intrinsic output Relationship. A model has been proposed, to show the Relationships Between paternalistic leader, job conduct, and performance. (Adžić, Almutairi, 2021).

3 Paternalistic Leadership in Arab Culture

Although the paternalistic Leader gives high Attention to the Welfare and development of the Employees, he may Interfere in their personal issues and Request unquestionable Loyalty in Exchange, which Makes him Either loved or hated (Khan, Gul, 2020). The More paternalistic is the Culture, the More Expected and Appreciated is the use of a paternalistic Leadership by Either parents or Managers. Late professionals have Noted a Few Implications of the style in the Arab Culture and Retrieval Technology, not Enough to uncover any of the Existing Leadership styles, From some beliefs and values of the Arab culture (Safdar et al., 2021).

The Findings show that the positive association between the paternalistic Leadership style and Increased organization performance may be due to the more positive understanding of this style in Arab culture where trust in leadership is significantly less in comparison to the Western context (Khudhair et al., 2022) (Shahzad et al., 2022). The Findings thus Consolidate the Results of previous Research which Indicate an Ethnocentric universalism in Leadership contexts in which the Leadership style is closely associated with the Cultural dimension of the Context of the party. This gain Increases the understanding of recent leaders in Contemporary global work contexts, especially Concerning the Cultural Relationship with work for staff in the Arab, Muslim, or GCC Context as well as any Manager or worker in Multinational Corporations in the area. (Yamin, 2022).

Although several studies argue that the underlying cultural background has an Impact on leadership styles, hofstede is often still used to justify the points of the universalism approach that does not differentiate between cultures when arguing the Learning outcome of situational or contrarian Leadership. Paternalistic Leadership is the most prevalent leadership style in the Arab region, which is attributed to cultural values sustained by collectivism, masculinity, and power distance societal norms (Khan, Gul, 2020) (Adžić, Almutairi, 2021)

These cultural dimensions are Manifested in the Arab paternalistic Leadership style, which can be argued as a form of situational Leadership, as certain Leader values are Compatible with strategic agility. In a Large number of studies, Research on paternalism does not typically Include a detailed discussion of the cultural dimensions; it is often assessed with Reference to the specific country's societal Culture level to derive generalizations. As such, and in line with these studies, the next sections deepen the Contextual Factors of this specific Arab culture space that may Impact or Influence paternalism. They Investigate additional Cultural Facets that might endorse paternalistic Leadership within the Arab world (Shahzad et al., 2022). Here within Arab culture, Masculinity and Collectivism Represent overarching values, with the values of collectivism Meaning that employees are generally more Committed to the goals of their organization, which results in higher OCB and a professionalism Ethos, which is Required to Enhance Employee performance within the Bank due to the Complexity of Routines. Finally, with respect to hierarchy and power distance, Employees in Arab Banks perceive lower diversity in Management Expression, in Favor of mass Employees in a collectivist approach with a prevalent bias to Equality. (Koçak & Küçük, 2021) (Khudhair et al.2022)

Saying that the performance of Employees in any organization is Crucial, the situation is simply because many organizations do not Function without Employees, as their work is the one that overstays Many Tasks. It is a must-have topic of the Employees' job performance in the Banking Environment, the same Field of this study is Commercial Banks. They used three dimensions and nine indicators: Morality, Irregularities, utilization for policy, Innovativeness, total job performance in Agriculture, Infrastructure, peri-urban, and upland livelihood. They suggest that in order to Increase governance in its Relation to Micro-Finance due to the Improved welfare of the poor, the Importance of decentralization and the role of Community Engagement, as the Former's program Management is directly delivered to the Community (AbdElgawad et. al.2020) (Adžić, Almutairi, 2021).

When the secretary carries out Responsibility and authorities in Leadership with a sense of service to the Employees, the task would develop into assets and the level of satisfaction of the employees coming members of the organizations would increase job. Job performance in a commercial bank refers to the extent to which the long procedures in the organization are activated so that there will be a shift in task performance scores Regarding and that it deals with different components of service delivery and administration. Factors that could influence work or job performance of employees in commercial banks in order to ensure services are elaborate. These are effectiveness, Efficiency, and consistency. The antecedents of job performance contribute positively to increased employee job performance. Participatory leadership

contributes significantly to increased job performance across all the bank categories. Paternalistic leadership contributes significantly to increased employee job performance in the Majority of the Categories, consultative leadership is also significantly related to increased job performance among the big and small Banks. Among these Categories of Commercial banks, there is a variation in Leadership styles that could best influence Employees' job performance (Adžić & Almutairi, 2021) (Shahid and Babar2022)

3.1 Key Performance Indicators

Customer loyalty can be assessed if the level of sales and Retention of the current customer increases. Furthermore, frequent customer complaints can act as a warning sign for a company. Customer service has a direct impact on the Consumer's decision to stay with the bank. Customers don't judge banks by one single service; it is the total package that is considered. Also, the success of a company is determined by the number of loyal customers it has. (Yamin, 2022) (Khudhair et al.2022).

Employee activity and pending work, conversations which talk to system operations and to system and network security. Examples include Employee application Monitoring queries, performance metric monitoring queries, or defining queries. A survey of Employees in a particular sector is a good tool to rate the overall performance. It becomes Imperative to evaluate how Employees are performing in an organization. Thus, the human Resource team should Measure Employee performance. Once the employee's work has been evaluated, it is Necessary to Monitor his progress. If the organization has taken appropriate methods to assess the performance of the employees, then it becomes easier to take Corrective actions. Managers in Commercial banks in Egypt use the aforementioned criteria to Evaluate the performance of their employees. They attribute the advancement and Improvement in their organizations to their performance, and they tend to view that up to some Extent, their performance is Reflected in their Employees' performance. (Koçak & Küçük, 2021) (Kalsoom et al.2020).

3.2 Factors Influencing Job Performance

The Literature on job performance has been built around the determinants of job performance. argued that performance could be Influenced by different Factors. Based on Empirical studies concerning different determinants of job performance within the commercial banking sector, Puffer and Weintrop, (1988) found the biggest Regressions on performance standards up to 35%, so that supervisors shall be practical and stereotype Typically. Within this sector, some researchers have been Focused on workers' productivity and using some Factors like age, the amount of work Experience, job motivation, and incentives, in free and working conditions (Safdar et al., 2021), discrimination, the correlation between paid and non-paid work hours, the sets of individuals' subjective well-being, the problem of job satisfaction assessed by life satisfaction concerning the congruence of his/her own and others' value system with the general value of a human being. (Khan and Gul2020) (Shahzad et al., 2022).

It has a positive influence on the health of Service Recall, Employee job performance. Job satisfaction also has been proved to impact intent to quit which in Return affects the job performance of Employees. The Relationship between job satisfaction and job performance is Significantly Moderated by gender, however, the relationship between job satisfaction and job performance is significantly positive. Individuals who have higher job satisfaction tend to have higher job performance. (Wahyudi, I., & Sani, G. A., 2014) divides the Factors that may influence Employee work performance into this group in two categories: Extrinsic and intrinsic Factors. Extrinsic Factors cover organization structure, organizational culture, organizational Leadership, Management and human Resources, compensation, and Employee motivation (Shahid, Babar, 2022). Intrinsic Factors cover Employees' values and attitudes, their Competencies, and Elements of supervision. There is a direct link Between Leadership and Follower commitment. Follower job Satisfaction is Connected with in-role work behavior while Follower organizational Commitment is Related to both in-role and extra-role behaviors (Kalsoom, et. al.2020). Job performance is likewise linked to job satisfaction. Appropriate and Effective Leadership was Found to have a positive Impact on job performance and job satisfaction.

4 Study Problem:

The Challenges imposed by Technological developments on public and private Commercial Banks require some use of paternal Leadership, encouraging its members to provide organizational ideas that help Banks achieve distinguished job performance that helps them adapt and keep pace with the Rapidly Changing Conditions of the world. Through the data Reviewed by the Researcher, which Represents a presentation of the study problem, the study problem can be Formulated in the Following questions:

Table 1: Distribution and Response of the Study Sample.

Bank	Size of Community	Relative Weight	Sample Size	Number of Correct responses	Response Rate
Banque Misr	730	33%	107	88	82%
National Bank of Egypt	625	28%	92	40	43%
International Commercial Bank (CIB)	456	20%	67	66	98%
Qatar National Bank (QNB)	416	19%	62	62	100%
Total	2227	100%	328	256	78%

Source: Prepared by the Researcher in Light of the personnel Affair's Records of the Banks in Question.

Table 2: Five-point Likert scale.

Very agree	Agree	Neutral	Disagree	Strongly disagree
1	2	3	4	5

Source: Scheaffer, Richard L., 1999, p. (24).

- 1.Does paternal Leadership affect job performance? If there is an Effect, what is the significance of this Effect?
- 2.Which has a greater Impact on job performance: paternal Leadership or organizational Commitment?

5 Methodology

This study used the descriptive analytical approach to study the effect of paternalistic Leadership on Employees' performance at work. Structured questionnaires were used as a method of data collection. After verifying the reliability and validity of the measures used, 328 Employees were invited to participate in the study. It was decided to use simple random sampling techniques to select participants working in each of the four largest commercial banks in Egypt: Banque Misr, National Bank of Egypt, Commercial International Bank (CIB), and Qatar National Bank Al Ahli (QNB). The participants were divided so that the final sample consisted of 107 Employees from Banque Misr, 92 Employees from National Bank of Egypt, 67 employees from Commercial International Bank (CIB), and 62 Employees from Qatar National Bank Al Ahli (QNB). To achieve the research objectives, the primary data collected from the study sample were analyzed through a variety of techniques including descriptive analysis, inferential analysis, and regression analysis using the Statistical Package for Social Sciences (SPSS). The standard Error and bias of the regression model were also checked for all study results.

As for the study sample, a stratified random sample was drawn, distributed on the basis of proportional distribution, as the conditions for its use were available, namely the absence of homogeneity among the components of the community with regard to the characteristics required to be studied and the existence of a framework for the research community. The study community was divided at the level of banks, and components were drawn from each Bank in a random manner, considering the relative weight of the number of employees in the banks subject to the application. Table (1) shows the distribution of the sample :

A five-point Likert scale was used to measure the variables and dimensions of the current study. This scale was designed to identify the strength of the Respondent's agreement or disagreement with the statements of the questionnaire list, through a scale consisting of five categories (scores), as in Table(2):

The study Targeted Employees of Commercial Banks in Egypt, which are one of the Largest Employers in the Country, given that the Banking Sector Represents a vital part of the Egyptian Economy. It was decided to use published questionnaires as a Method of Collecting data on the Research constructs. These Questionnaires are based on the widely used performance Evaluation that has been adopted and Accepted for use in many performance Evaluation applications. The study Examined Several Research items through a five-point Likert scale questionnaire, as shown in Table No. (1-2) for all Banks. It was decided to ask the participants to Complete the Questionnaire in the presence of the principal Investigator, orally and face-to-face. During the First week of the data collection period, the Respondents Received a short Introduction describing the Research objective and Explaining the Research hypotheses. Finally, after testing the Research hypotheses, we Evaluated the validity of the Measures used in the research. We adopted the necessary procedures to detect Multicollinearity, which Calculate different statistics - variance Inflation Factor (VIF), Tolerance, and condition Indices-to Ensure the amount of Multicollinearity. The Final stage of data Analysis was to visually Illustrate the different Results.

The Researcher directed a set of questions to the Respondents to determine their Level of Awareness of the Study Concepts, and explained the nature of the questions directed to an easy-to-use sample. (15%) of the study

Table 3: The study sample's opinions on the variables

A statement	Less than arithmetic mean		Arithmetic mean		Higher than arithmetic mean	
	Number of vocabularies	%	Number of vocabularies	%	Number of vocabularies	%
Paternalistic Leadership	34	57	6	10	20	33
Job Performance	22	37	5	8	33	55

Source: Statistical analysis.

participants saw that the presidents highlighted to them the name of one of the many individuals, while (25%) of the sample chose the presidents in addition to their preferences to name distinguished people, and (60%) saw a name that they did not recognize well at all. (20%) of the sample believed that supervisors always try to determine the reason for performance only, while (72.5%) of the sample believed that this is the reason that makes us try to determine the reason for performance, and (7.5%) believed that supervisors do not do that. (82.5%) of the study sample believe that the right person is placed in the right place within commercial banks, while (15%) believe that this is sometimes done, and (2.5%) believe that this is not achieved. (0.5%) of the study sample believe that supervisors in banks attribute any innovations related to employees to them, while (0.5%) believe that they sometimes do that, but the majority (90%) of the sample believe that supervisors do not do that. (2.5%) of the study sample believe that supervisors force them to obey orders, while (92.5%) believe that they are sometimes forced to do so, but the majority of the study sample (5.0%) believe that leaders do not force their subordinates to obey orders.

With Regard to Statements Related to Employees' performance at work (95%) of the study sample believe that most employees perform their job tasks with high efficiency, while (0.5%) of them believe that they sometimes perform the tasks efficiently, and (10%) of the study sample believe that employees achieve the required tasks according to quality standards, while (85.0%) of them believe that they sometimes achieve the tasks according to quality standards, and (5%) believe that they do not perform the job tasks according to quality standards, while (82.5%) of the study sample believe that incentives and rewards are linked to the results of the performance evaluation, and (17.5%) believe that this sometimes happens. All members of the study sample believe that the performance of employees is evaluated according to clear and announced standards for everyone. (12.5%) of the study sample believe that the bank management provides incentives to employees who contribute to providing innovations that help develop work procedures, while (50%) believe that this sometimes happens, and (82.5%) believe that it never happens that the bank management provides incentives to employees who contribute to providing innovations that help develop work procedures.

The Researcher Identified the study sample's perception of the variables in Light of the Arithmetic means, as in Table (3).

The Following is Evident from the Table (3) display:

- 57% of the sample members see a decline in the role of paternal leadership within the commercial banks under study, while 20% of the sample members see an effective role for paternal leadership compared to the arithmetic mean of the sample.
- 55% of the study sample members see an increase in the level of job performance, while 37% see a decrease in the level of performance.
- It is clear from the previous results that there is a difference in the opinions of workers regarding the concept of both paternal leadership and job performance, which gives importance to the necessity of measuring the impact of these variables.

6 Data Analysis and Findings

Regarding the paternal leadership phrases: More than the phrases came from the side of Relying on Learning Regarding the supervisors trying at work because of knowing my poor job performance to find solutions for me, where I got an arithmetic mean (4.70), which means the availability of Learning within the work Environment through the Manager identifying the Reason for the poor performance as a participation From him in determining the Reason for the poor performance and trying to improve the workers so that it is Reflected in the overall performance of the organization, because the phrases that came in less than a certain part of the drawing are appropriate, the supervisor uses deliberate discipline in dealing with the trends through my arithmetic defense table (1-3), and since the lowest arithmetic Mean was greater than the general arithmetic mean of the measurement, this Indicates the Existence of a Relative importance for all dimensions of paternal leadership in a Recent study, which means the lack of Increasing Interest within the Banks in question.

Regarding the job performance statements, the Statement Related to “Employees Respect and obey the presidential authority, which is useful and beneficial For performing work Tasks Efficiently and Effectively” obtained the highest

Table 4: Demographic Characteristics of the Study Sample (N=256)

Demographic variables		Repetitions	Percentage %
Type	Male	168	65.6%
	Female	88	34.4%
Total		256	100%
Educational level	Intermediate Qualification	33%	33%
	Bachelor's Degree	44%	44%
	Postgraduate Studies	23%	23%
Experience	From 1 to 5 years	17%	17%
	From 5 to 10 years	52%	52%
	10 years and more	31%	31%
Total		100%	100%

arithmetic mean with a value of (4.49), which means that there is discipline on the part of Employees in the Banks in question, while the Lowest arithmetic Mean was for the Statement Related to “An undisciplined Employee in the Bank is subject to Moral and Legal accountability, or both Together,” with an Arithmetic Mean of (4.01), and since its value was higher than the general arithmetic mean (3), which Indicates the Need to pay attention to achieving job performance for employees within the Banks in Question.

7 Discussion

The main objective of the Field study is to identify the Impact of paternal Leadership on the job performance of Employees in Commercial Banks. In order for the researcher to achieve this objective, she developed a set of statistical hypotheses that Match the objectives of the study. Through this, these hypotheses will be tested Through a set of descriptive and inferential statistical methods in light of the statistical software package in the social sciences (SPSS V.25) as well as Relying on the statistical program (AMOS V.24) to test the Indirect Effects Between the variables.

7.1 Sample Description

The Demographic Variables Included in the study sample can be explained as follows, see Table (4):

- The Male Category was the Most Responsive Category of the Study Sample to the Questionnaire Lists, with a Rate of 65.6%, or 168 items, while the Female Category Came in Second place, with a Response rate of 34.4%, or 88 items.
- Regarding the educational level, those with a bachelor's Degree or a License Came in First place, thanks to 44% (112) lists Logging in, while the Second Classification Included Important qualified persons and 33% (84) lists logging in, while the Classification Included persons qualified for postgraduate Scientific studies, including diploma, Master's and doctorate holders, with a percentage of 23% (60) Correct lists.
- Regarding Experience, most of the Respondents had Experience From 5 to 10 years, with a Response rate of 52% (134) lists, while in second place came those with Experience of More than 10 years, with a rate of 31% (78) Lists, and Finally those with Experience from 1 to 5 years, with a rate of 17% (44) lists.

7.2 Stability of the study tool

The stability of the Questionnaire was Confirmed using the Internal Consistency Stability method by applying the Cronbach alpha Equation, where Cronbach alpha stability was calculated for Each axis and the total Score of the Questionnaire as in Table (5) :

The Results of the previous Table show that the value of Cronbach's alpha coefficient is good for Each of the study-related axes, as the values Ranged Between (0.735) as a Minimum and (0.941) as a Maximum for Each of the questionnaire axes. It Reached (0.832) for the Questionnaire as a whole for parental Leadership as an Independent variable, (0.941) for job performance as a dependent variable, and since the stability Coefficients for the dimensions were greater than 70%, they are in this Case acceptable for statistical analysis. It also Indicates the availability of stability for the questionnaire axes using the Internal consistency method and its suitability for application to the original sample.

The researcher can identify the extent to which the data is subject to normal distribution or not in order to determine the type of statistical methods used in data analysis (parametric - non-parametric). It can also identify whether the data

Table 5: Questionnaire Reliability Coefficients Using Cronbach's alpha Method.

Variables	Number of Statements	Reliability Factor	Reliability Coefficient
Charitable Leadership	3	0.854	0.924
Moral Leadership	3	0.926	0.962
Authoritarian Leadership	3	0.735	0.857
Paternalistic Leadership	9	0.832	0.912
Job Performance	6	0.941	0.970

Table 6: The Normal Distribution of Study Data

variable	Paragraph	Sample	Arithmetic mean	Standard deviation	twist	Flattening
Benevolent Leadership	My boss treats me like a family member	256	4.65	0.777	-2.892-	8,974
	My supervisor helps me deal with crises I face.	256	4.67	0.753	-2.970-	9,759
	My supervisor finds solutions to the reasons for my poor job performance	256	4.70	0.631	-2.693-	8,163
Moral Leadership	My supervisor puts the right person in the right place.	256	4.50	0.719	-1.465-	1,909
	The supervisor is interested in supporting good ideas at work and attributes them to their owners.	256	4.45	0.750	-1.513-	2,314
	The supervisor puts the public interest first and personal interests second.	256	4.43	0.818	-1.493-	1,728
Autocratic Leadership	My supervisor at work forces colleagues to obey orders.	256	4.18	0.698	-0.964-	1,835
	The supervisor uses a strict style in dealing with his subordinates.	256	4.11	0.786	-1.080-	1,426
	The supervisor always uses the imperative form.	256	4.34	0.960	-1.601-	2,044
Job Performance	Employees perform their job duties in accordance with regulations and instructions.	256	4.42	0.818	-1.482-	1,707
	An undisciplined employee in the bank is subject to moral and legal accountability.	256	4.01	0.769	-1.217-	1,930
	Employees do their best to accomplish the tasks assigned to them with a high degree of accuracy and mastery.	256	4.43	0.818	-1.503-	1,750
	Employees are self-motivated to accomplish the tasks assigned to them with a high degree of accuracy.	256	4.02	0.772	-1.213-	1,902
	Employees respect the authority of the higher manager in unifying the performance of employees.	256	4.49	0.725	-1.436-	1,773
	The relationship between all employees in the bank is based on cooperation and positive competition.	256	4.44	0.754	-1.484-	2,174

is free of the researcher's personal bias and that the results extracted from the study express the opinions of the study sample, as follows in Table (6):

From Table (6) it becomes clear that:

- There are no missing values in the study data.
- Regarding paternal Leadership statements: The Most Positive Statement From the Study Sample was the Statement Related to "My supervisor at work is Trying to Find out the reasons for my poor job performance in order to find solutions for me" where it obtained an Arithmetic Mean of (4.70), which means the availability of Ethical Leadership within the work Environment through the manager identifying the reasons for poor performance as a Contribution from him in identifying the Reasons for poor performance and Trying to advance the workers so that it is Reflected in the overall performance of the organization. The least positive statement from the study sample was the statement related to "The supervisor uses strict discipline in dealing with subordinates" with an arithmetic mean of (4.11). Since the lowest arithmetic Mean was greater than the general arithmetic means of the scale, this indicates the relative importance of all dimensions of paternal leadership for the study sample, which means the Necessity of paying attention to all dimensions within the banks where the application is being applied.
- Regarding the job performance statements: The statement related to "Employees respect and obey the presidential authority, which is useful and beneficial for performing work tasks Efficiently and effectively" obtained the highest arithmetic mean with a value of (4.49), which means that there is discipline on the part of employees in the banks in question, while the lowest arithmetic mean was for the statement related to "An undisciplined employee in the bank is subject to moral and legal accountability, or both Together" with an arithmetic mean of (4.01), and since its value was higher than the general arithmetic mean (3), which indicates the need to pay attention to achieving job performance for Employees within the banks in question.
- The study data Follow the Normal Distribution: the skewness value was Between ± 3 and the kurtosis values were between ± 10 , which Means that the Questionnaire items Follow the Normal Distribution, which Means Relying on parametric Methods when Testing the study hypotheses.

Table 7: Validity Indicators of the proposed Model for the Impact of paternal Leadership Dimensions on Employees' job performance (n=256)

Cursor	Normative value	calculated value
Ka square (p. value) 2χ	below 5%	0.000
Goodness of Fit Index (GFI)	Greater than 90%	0.966
Root mean square residual (RMR)	below 6%	0.045
Comparative Fit Index (CFI)	Greater than 95%	0.976

Source: Results of statistical analysis using AMOS

Table 8: The Impact of paternal Leadership dimensions on the job performance of Employees in public and private Commercial Banks (n=256)

Variables	Path Coefficient value	Morale
Moral Leadership: job performance	0.280	***
Benevolent Leadership: job performance	0.008	0.997
Authoritarian Leadership: job performance	0.147	0.145
Comparative Fit Index (CFI)	Greater than 95%	0.976

Source: Results of statistical analysis using AMOS

7.3 Testing the study hypotheses

Main hypothesis: (H_0) There is no direct significant Effect of paternalistic Leadership in its various dimensions (Benevolent Leadership, Moral Leadership, Authoritarian Leadership) on the job performance of Employees in commercial banks. This hypothesis can be divided into a group of sub-hypotheses, as follows:

H_1 : There is no direct significant Effect of Benevolent paternal Leadership on the job performance of Employees in the Commercial Banks in Question.

H_2 : There is no direct moral Effect of Moral paternalistic Leadership on the job performance of Employees in the Commercial Banks in Question.

H_3 : There is no direct significant Effect of Authoritarian paternalistic Leadership on the job performance of Employees in the Commercial Banks in Question.

To Test this hypothesis, the Researcher Relied on the AMOS V.24 program, and to determine the significance of the proposed model for the Impact of paternal Leadership in its various dimensions on the job performance of Employees in Commercial Banks, the Maximum Likelihood method was used, and the significance was proven as is clear in Table (7)

It is clear from Table (7) that the validity of the Main hypothesis Model has been achieved because the Calculated values were Consistent with the standard values, and therefore it is suitable for use in statistical analysis. Therefore, the Researcher relied on path analysis to identify the Effect of paternal Leadership in its dimensions on the job performance of Employees in the Commercial banks under study. The Results Reached the Table (8).

The Results of table (8) show the Following:

- There is an Impact of Moral Leadership on the job performance of Employees in The Commercial Banks under Study, with a path Coefficient of (0.280) at a Significance Level of 0.0001.
- The lack of Morale of Benevolent Leadership and Authoritarian Leadership on the job performance of Employees in the commercial Banks under Study.

7.4 Interpretation of Findings

In this paper, the study was Initiated with the aim of Investigating the Influence of paternalistic Leadership on Employee job performance. The study was underpinned theoretically in the conceptual lenses of Social Exchange Theory. The study objectives have been addressed, and for this, Evidence is derived from self-reported cross-sectional data Collected through questionnaire Surveys on 328 workers of Commercial Banks in Egypt. After the data analysis process, it turns out that both benevolent and moral leadership have a strong influence on both task and contextual performance. These results indicate that the Employees of the Egyptian commercial banks are inspired by the leaders' Fathering to Establish and Maintain a productive work Environment (Abd Elgawad et al.2020). Eventually, they try to develop their performance in terms of performing and Coordinating their Tasks, roles, duties, and Responsibilities within the System Conferred to them by their Banks. (Khan and Gul2020) (Shahzad et al., 2022) (Safdar et al., 2021)

Theoretical contribution is discussed subsequently under each paragraph while practical Implications are the Lessons Learned from the study outcomes are presented. Limitation of this study is discussed at the End of the paper. The Research

Findings contribute to the Arab Republic of Egypt's literature by contributing to a better understanding of the Conditions that Bank Leaders can offer for the task performance Enhancement of their Community. The dependent variables of task performance in this Research are, in Fact, a Common issue among Researchers. Task performance refers to the work list for which employees are hired. For instance, employees are needed to Complete tasks, comply with the tasks list and the work list related to their position's work descriptions in return for a monthly wage. Moreover, Egyptian policymakers and administrators, especially in the banking sector, may benefit significantly from the study. They can comprehend from the conclusions that in the End, paternalistic Leadership, regardless of the nature of its Leadership, benign or Moral, is a long-range investment. Managers may be sure that if they invest in their Community's job performances, their community shall stand up the competition among nations all around. The banks' leaders in the ECC system usefully Encourage their Employees Effectively by using paternalistic Leadership. This fact may be attributed to the elevated working level's work organization for their employees. Considered participants are treated as complete individuals at the organizational and spiritual levels. Leaders within the commercial banks of the ECC system had to demonstrate that they are truly committed to their service by fostering a paternalistic Leadership style. The empirical evidence supports the view that paternalistic leadership is appraised subjectively as a transaction between the leaders and workers. These findings tend to demonstrate the appropriateness of social exchange theory in Exploring the impact of paternalistic leadership. This article will be useful to leaders and policymakers of commercial Banks in Egypt for the practical implications of applying paternalistic Leadership. Moreover, this article demonstrates that a full-fledged philosophical platform is rooted in the Arab principles of greatness. (Kalsoom et al.2020) (Shahzad et al., 2022) (Safdar et al., 2021) (AbdElgawad et al.2020)

8 Conclusion and Recommendations

This study sought to take an in-depth look at the management of Change through Mediation, suggesting that adaptable Management styles may provide positive direct and Indirect results from a business perspective. Paternalistic style can be adopted at two different levels: macro level (organizational settings) and micro level (leader-follower Relationship). Evidence shows that the second type (micro level), specifically the Combination of Benevolence and morality, is correlated with more hierarchical working cultures. Teleological change approaches may find it useful to consider the Impact of change Management upon Motivational patterns. Judgement and Mediator variables measurement may be useful for researchers interested in further Exploring the use and value of psychometric researchers.

The Findings showed that there is an Impact between paternalistic Leadership and its dimensions on Employee job performance in the Egyptian Banking sector. The study provided several Recommendations. First, Executives and top Management should be Educated about paternalistic Leadership, its dimensions, and the Importance of its role in Influencing Employee job performance (Safdar et al., 2021). Second, Executives and top Management should have a paternalistic style in their work with Employees, and they must balance the use of their authority and decision. There should be a balance in the use of the various styles with the Employees, in addition to Learning how to deal with others in an Ethical manner (Khan and Gul2020). Third, fostering the work environment by preferring subordinates who are Ethical and truly care about the well-being of their Employees when Making promotions, Redistribution of responsibilities, and Encouraging Employees to Innovate. Furthermore, companies should distribute More Investments in Employees because they are the human Element in the work organization. Finally, Researchers should continue to use this study as a Model to develop Integrated Theoretical Frameworks that Include many variables that have been Neglected in this study. (Khan and Gul2020) (Adžić & Almutairi, 2021)

8.1 Summary of Key Findings

The purpose of this study was to Investigate the Effect of paternalistic Leadership on Employee job performance in the Context of Commercial Banks operating in the Arab Republic of Egypt (ARE). Drawing on stakeholder, social Cognitive, and Conservation of Resource perspectives, the Findings of this study support the role of supervisor feedback Environment in Employees' work attitudes (i.e. job Satisfaction and Affective Commitment), and in turn their job performance. The results also indicate that Leaders' support for Employees' developmental potential and their Fulfillment of a family role have both main and Interaction Effects on Employees' work attitudes and job performance. Specifically, Employees' attitudes and subsequent job performance are enhanced when Employees perceive that their Supervisor supports their developmental potential and also prioritizes their Family Responsibilities. Collectively, the Results of this study support the adoption of a person-job-family fit Conceptual Framework and carry practical Implications for Banks in the ARE. (Safdar et al., 2021) (Khan and Gul2020) (Adžić & Almutairi, 2021)

The purpose of this study was to capture and bring Together the pattern development of Leadership in a Comprehensive Literature Review in an attempt to answer a set of very Important questions. The First question the authors addressed was

"What qualities and Characteristics do Leaders in Egypt possess and how do we view these Leaders?" It addressed the concept of what is considered a "good Leader" in Egypt and what determined such attributes and assumptions. The second part of the aim of the research was to provide the background and context of the pattern development of Leadership and worker outcomes in Egypt, and thus answer the subsequent question: "How has the practice of Leadership and worker outcomes been studied in Egypt and what are the main findings?" Findings from the Field of Leadership and employee outcomes in general are also presented. (Koçak & Küçük, 2021) (Khan and Gul2020) (Safdar et al., 2021)

8.2 Managerial Recommendations

In this dissertation, we unpacked the Relationship Between paternalistic Leadership and Employee job performance. We Explained how paternalistic Leadership Influences Employee job performance in general and at different Levels of the organization. Based on these Explanations, this dissertation makes the Following Recommendations:

1. Positional-level Managers should use only a Moderate level of Benevolence JSPL as too low or too high Levels harm. The use of Moderate levels of JSPL Enables managers at any Level to achieve Followers' satisfaction and Enhance Engagement where socio-economic Conditions are paramount or an Inherent aspect of the work. Such conditions are associated with extrinsic motivation, Especially among blue-collar workers. Moreover, within this study's Context, the use of a Moderate level of JSPL Enhances some of the positive Effects of somewhat contrasting directive strategies Enabling an integrative approach.
2. Additional supportive behavior may not be Needed for employees with low levels of autonomy at senior levels of commercial bank organizations located in the Arab Republic of Egypt. Employees at this level already know what to do, why, and the Importance of their work, and having Managers that Clearly direct their work is more Effective than supportive JSPL. These subordinates do not express the desire to be Involved in decision-making, and therefore directive as an Exclusive style has a more Beneficial Effect. Similarly, others have reported that this style seems adequate if the leaders possess sufficient resources to monitor the subordinates.
3. However, it is beneficial to use a directive JSPL style in addition to a Moderate level of supportive JSPL when leading those with high autonomy – Like Middle Managers working in Egypt where Religion dominates its Culture. Religion has been Found to have a positive influence on Effective Management in this Culture.

8.3 Future Research Directions

In addition to the Issues Related to preparing and Conducting the Field Research using paternalistic Forms of Leadership, the influence of this kind of Charisma is a very fruitful Matter for Future Research. Its Combination with a Collectivistic Culture poses more Commitment and Motivation for doing one's job in a Socially desirable Manner.

In the Field of Understanding the Field of Large Research using a Social desirability Scale and the Search for optimal Forms of Leadership associated with an attractive Charisma (paternalistic leadership), the issue of the asset of a person who uses this Kind of charisma could be seen from different angles and deserves deepening through Further Research from different Scientific directions.

It is Expedient to deepen the Research into the Field of designing and approving, using Modern and Relevant Research Methodologies, the system of criteria and indicators for Characterizing the patterns of staff behavior in Commercial Banks associated with the placebo Effect and in selecting the most Empirical testing of Research hypotheses derived from the new Model.

An appropriate vertical Extension of Research in this direction would be to Continue Investigations of the Influence of paternalistic Leadership on other indicators of Employee performance involvement and involvement at the workplaces in commercial Bank organized in different Cultures. In addition, a Lateral Expansion of Research in this Field would be seen through a Combination of paternalistic forms of Leadership with other forms of Charismatic Leadership to Impact the performance of Commercial Bank Employees.

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