

Does Paternalistic Leadership enhance Quality of Work life Dimensions in public service sector In Egypt?

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Abstract:

This study investigates the relationship between Paternalistic leadership' dimensions (authoritarian, moral, and benevolent) and Quality of Work Life. Data were collected from 304 employees who are working at Menoufia City Councils in Egypt. Data obtained from questionnaires were analyzed through SPSS software using simple correlation coefficient and stepwise multiple regressions. The outcomes of Correlation analysis refer to a relationship between Paternalistic leadership and Quality of Work Life. Accordingly, the positive impact of the Paternalistic leadership' dimensions (Benevolent, Moral and Authoritarian) on the quality of work life have been supported. Notably, results show that Paternalistic leadership could statistically explain 41% of change in Quality of Work Life. Finally, the implications of the findings have been discussed.

Key words: Paternalistic Leadership, Authoritarian Leadership, Moral Leadership, Benevolent Leadership, Leadership Styles, Quality of Work Life, City Councils in Egypt

1. Introduction:

The increasingly dynamic environment that facing today's organizations have imposed many new topics to be discussed in order to meet the unstable environment internally as well as externally. Therefore the appropriate responses to meet these requirements take several forms such as attention to human resources and improve the working environment conditions, which form the basis of providing services and obtaining customer satisfaction and loyalty (AbdElgawad, 2016). So, work environment conditions analysis becomes essential for organizational success and development (Kumar and Rajendran, 2018; Krishnakumar and Sugavaneswari, 2012). Even employees feel better work life. Thus, contributing to improved organizational performance, meet the needs and desires of employees, and creates positive interaction among them, which increases organizational effectiveness (Jayakumar and Kalaiselvi, 2012).

Recently, differences emerging among various leadership styles have gained more attention among researchers, some of those concerns have focused on relationships and interpersonal skills linked with leadership effectiveness (Koo and Park, 2017). During that, Paternalistic Leadership emerged as one of the most popular leadership styles in Chinese culture, and one of the prevailing leadership styles in Latin America, Asia, and the Middle East (Lee et al., 2018; Mansur et al., 2017; Pellegrini and Scandura, 2008; Cheng et al., 2004; Farh and Cheng, 2000). Which based mainly on care of subordinates, protect their interests, respect, appreciate them as a family member, and create a family climate at the workplace. Literature refers to a positive effects of paternalistic leadership on subordinates' attitudes, and create an appropriate work environment to ensure Subordinates' Satisfaction, commitment, and embeddedness (e.g., Mussolino and Calabrò, 2014; Hakimian et al., 2014; Anwar, 2013; Saher et al., 2013; Ötken and Cenkci, 2012; Wu and Tsai, 2012; Cheng et al., 2004).

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Our study extends the literature in several ways. First, previous studies have rarely assessed the influence of leadership behaviors on quality of work life (Osboei and Nojabae, 2016; Devi, 2015; Nanjundeswaraswamy and Swamy, 2015; Gillet et al., 2013), however the current study is an extension of that. Second, We adopted on paternalistic leadership theory as one of the possible effected antecedents for quality of work life, whereas the current study examines the significance of Paternalistic leadership in the improving the QWL, and how each dimension of its three dimensions (authoritarian, benevolent, and moral affects quality of work life from the perspective of City Councils employees in Egypt.

2.Theoretical Frameworks and Hypotheses

2.1 Socio-Cultural Values in Egypt

The deviation of development path in Egypt from the success achieved by the Asian countries that began the developmental experiences with or after Egypt can't be inexplicable based on economic factors only, which are very similar. But the problem in Egypt is always the application, which depends largely on the behavior of individuals and their motives and values-driven culture in society. values has an important role in interpreting human behavior and related guidelines for planned behaviors, affecting perceptions, attitudes, and choices and personal preferences (Hattrup et al., 2007; Hofstede, 2001).

Values system in Egypt has been subject to many changes after the revolution of 25th January 2011. Where confidence declined between the parties to the community, and spread many negative behaviors, in addition to much corruption within the administrative system and waste of public money, which was reflected on all aspects of individuals' lives and their behavior (Dajani and Mohamad, 2017). Thus, the values of individuals are the outcome of the interaction of culture and their social, psychological characteristics (Beugelsdijk et al., 2017; Priyadarshi and Kumar, 2009; Furnham et al., 2005). From the employee's point of view, the work values may reflect an assessment of personal value of the work, that define their priorities and behaviors in work, as well as how to understand work issues and help mainly in configure leaders' and subordinates' behaviors (Jalalkamali et al., 2016).

According to (Brown et al., 2005), personal values and work values contribute to the dominant leadership style in workplace, in terms of caring for employees, protecting their rights and taking into consideration the public rights, which is reflected on how to perceive the leader from the employees' perspective. Social learning theory argues that leaders influence followers' behavior, assuming that individuals learn by observing and imitating the attitudes and behavior of attractive models in the workplace. Social exchange theory is also one of the most conceptual models to explain how to influence behavior and understand it in the workplace. It also cares to study and examine the following three basic ideas: the norms and standards of interpersonal exchange, resources, and relationships that arise (AbdElgawad, 2016).

Regard to relationships, (Brown and Trevino, 2006) indicates that the social exchange theory provided the basis for the relationship between leaders and subordinates. Where subordinates tend to develop high quality relationships depending on the leader's Character and how to interact with them, and thus is reflected on the teamwork's behavior and subordinates' attitudes towards participate in decision making within the Organization, as well as their appreciation for the working conditions, all that constitute the quality of work life (Gelfand et al., 2017). While, leader's values of Justice and care of subordinates and preserve their rights, as well as ensuring implementation of functional duties and encouraging them to provide more voluntary behaviors to the organization stems from the nature of paternalistic leadership, Which fit the values and culture of Egyptian society. Accordingly it can formulate the first hypothesis of the study as follows,

Hypothesis 1: Paternalistic leadership is positively related to Quality of Work Life.

2.2 Paternalistic leadership

Paternalism refers creating a family atmosphere at the workplace (Aycan, 2006; Pellegrini et al., 2010), which establishes a unique, strong, and close relationship between the manager and subordinates. The idea behind that is the managers looks after their subordinate's personal interests (FikretPaşa et al., 2001; Aycan and Fikret-Pasa, 2003), and assist them in their social and family issues in/out the workplace (Özçelik and Cenkci, 2014). In addition to promoting subordinates' welfare, help, guidance, and support them to achieve their goals as one of the parents (e.g., Aycan and Fikret-Pasa, 2003; Özer et al., 2013; Mussolino and Calabrò, 2014).

Paternalistic leadership has been long considered as a leadership style that generally represents the leader as an expert father figure (Farh and Cheng, 2000; Cheng et al., 2004; Gelfand et al., 2007). He combines combines strong discipline and influence with fatherly benevolence and moral integrity (Pellegrini and Scandura, 2006, 2008; Chukwudi, 2009). However the leader established a human relationship's network with his subordinates and treats them with respect, as his children (Aycan, 2001, 2006; Chu, 2010; Anwar, 2013; Hakimian et al., 2014), with a focus on respect ethical standards and business rules. In contrast, leaders expected to have respect, appreciation, trust, and loyalty from their subordinates (e.g., Padavic and Earnest, 1994; Niu et al, 2009; Hsieh and Chen, 2011; Ötken and Cenkci, 2012; Aycan et al., 2013)

Markedly, paternalistic leadership includes three basic pillars (Cheng et al., 2004). The First pillar called Benevolent leadership, which refers to a leader's behavior that emitted from the personal and individual values (Farh and Cheng, 2000; Cheng et al., 2004; Pellegrini and Scandura, 2008). For instance, altruism, care for subordinates' well-being and their family, not to insult them, give chances to correct their mistakes, support them during their personal crises, and Create a working environment full of tolerance, affection, and Cooperation (Farh et al., 2008; Chen and Kao, 2009; Chu, 2010; Wang and Cheng, 2010; Wu and Tsai, 2012).

The second pillar is Authoritarian leadership, that is look like enforcing leader's power (Chu, 2010; Wu and Tsai, 2012), it refers to leader's behavior that showing full authority and control over subordinates and ensure subordinate's obedience without doubt, In order to promote subordinates compliance. (Farh and Cheng, 2000; Cheng et al., 2004; Chu and Hung, 2009)

Moral leadership is the third pillar, which includes many leader's behavior such as self-discipline, Integrity, honesty, Justice, Ethical guidance, unselfishness, and not to exploit subordinates (Chu, 2010; Ötken and Cenkci, 2012). The leaders' behavior, however, influence subordinate's behavior, through embodiment of appropriate moral behavior during individual actions and interpersonal relations, and participation in decision-making process (Brown et al., 2005; AbdElgawad, 2016). Indeed, the combination between leaders' and employees' behaviour establishes righteousness and create an ethical climate at workplace (Cheng et al., 2004; Wu and Tsai, 2012; Cheng and Wang, 2015).

In the organizational context, We argue that Paternalistic leadership is an effective management tool as it makes systems more flexible (Aycan et al., 2013; Mussolino and Calabrò, 2014), and creates an ethical and family climate in workplace (Cheng et al., 2004; Ötken and Cenkci, 2012; Wu and Tsai, 2012; Mussolino and Calabrò, 2014; Cheng and Wang, 2015). It leads subordinates to feel more Satisfied (Chou, 2012; Anwar, 2013), Loyal (Soylu, 2011; Mussolino and Calabrò, 2014), Cooperate with their team (Chen, 2013), compliant (Cheng et al., 2004; Aycan et al, 2013), committed to their organizations (Erben and Güneşer, 2008; Saher et al., 2013; Anwar, 2013; Top et al., 2015). Moreover, it limits bullying Behaviors towards employees (Soylu, 2011; Cerit, 2013),

encourage Employees' voice (Chan, 2014; Zhang et al., 2015), enhance subordinates' psychological health (Chen and Kao, 2009), support organizational creativity (Ge, 2013; Anwar, 2013). Thus, all this in turn on subordinate's performance (Wu et al., 2012; Chan et al., 2013; Chen et al., 2014).

As stated earlier, although there is an increasing interest by Researchers in Paternalistic leadership field, but more research is needed on this subject. Hence, the current study examines the relationship between the three dimensions of Paternalistic leadership and Quality of Work Life.

2.3 Quality of Work Life

After 25th January 2011, Egyptian employees in the governmental and private sector have been looking forward to a better work life Characterized by justice in wages, employment growth opportunities, participation in decision making, job design, job control, Job Security, job stability A healthy and safe work environment, collective work In addition to good workplace relationships. However, these dreams have evaporated quickly, because of the difficult economic conditions experienced by the Egyptian economy .Furthermore, the decline of the purchasing power of the Egyptian pound, Moreover, the administrative and financial corruption were prevalent in these organizations which made many employees feel more frustrated. Therefore, this study discusses Quality of work life as a critical issue in public service organizations.

Quality of work life (QWL) has been seen as an indicator of organization's ability to do an integrated, planned, and dynamic operations In response to employees' requirements (Lau and May, 1998; Sirgy et al., 2001; Lewis et al., 2001; Afsar and Burcu, 2014; Nafei, 2015), which aimed to improve different aspects that affect employee's professional and personal lives (Jayakumar and Kalaiselvi, 2012). Furthermore, it provides safe working environment (Saraji and Dargahi, 2005; Gayathiri and Ramakrishnan, 2013), which would contribute to achieving the objectives of the organization, employees, and other related parties (Chib, 2012; Almalki et al., 2012; Afşar, 2015; Ogungbamila and Idemudia, 2016).

QWL is a comprehensive term that related to employees' satisfaction and well-being (Sirgy et al., 2001; Jayakumar and Kalaiselvi, 2012; Gayathiri and Ramakrishnan, 2013; Ajala, 2013), organizational commitment (Afşar, 2015), job embeddedness (Nafei, 2015), creativity, job security, turnover intention (Zhao et al., 2013), work ethics, relationship in workplace, learning opportunities (Nanjundeswaraswamy and Swamy, 2015), equitable wages, career growth opportunities, personal development, Human Resources Productivity (Barzegar et al., 2012), participation in decision making at workplace, (e.g., Mirvis and Lawler 1984; Nanjundeswaraswamy and Swamy, 2015; Ogungbamila and Idemudia, 2016).

According to (Seashore et al., 1983; Cammann et al., 1983; National Institute for Occupational Safety and Health (NIOSH), 2002) there are six Dimensions for QWL, namely: the moral conditions of the work environment, job characteristics, wages and rewards, teamwork, the head's method in supervision, and the participation in decision-making (Nafei, 2015; AL- Maghrabi, 2004).

In the organizational context, Leadership is one of the most important antecedents of QWL, because of its influence on employee's behavior and attitudes (e.g., Devi, 2015; Gillet et al., 2013; Barzegar et al., 2012; Nanjundeswaraswamy and Swamy, 2012). The literature has emphasized that many studies have been done to examine the relationship between the different leadership styles and QWL. It has been shown that transformational leadership, and spiritual leadership positively Correlated with the quality of work life (e.g., Osboei and Nojabae, 2016; Devi, 2015; Nanjundeswaraswamy and Swamy, 2015; Gillet et al., 2013).

Hofstede (1980) classified Arab countries as Characterized by high power distance, moderately sturdy uncertainty avoidance, low individualism and moderate masculinity/femininity (Dajani, 2018;

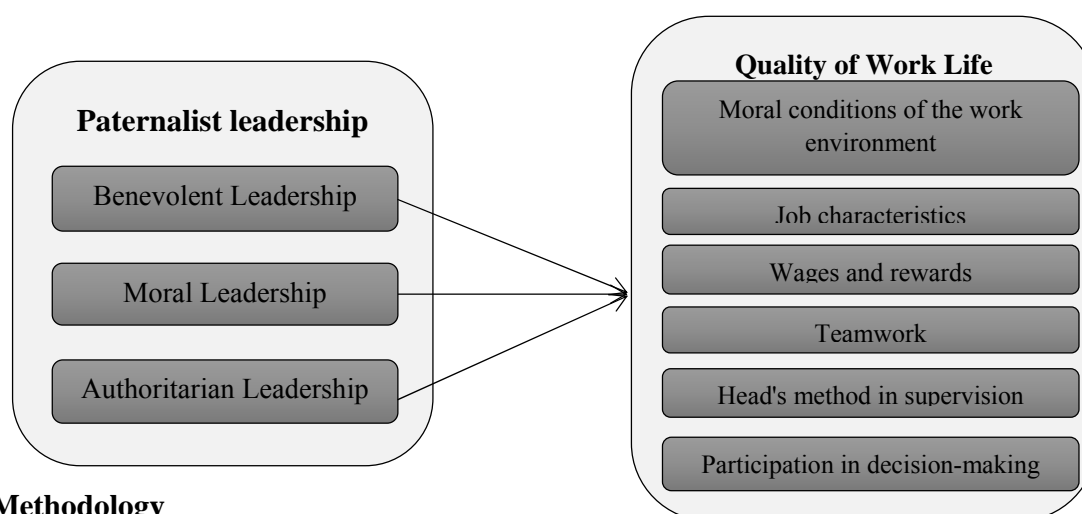
Beugelsdijk et al., 2017). This mix would tend to imply that in Arab cultures individuals at work accept an unequal distribution of power and expect to be directed by their leaders whose authority they respect, they're unlikely to expect to be participate in organizational decision making, where centralization spread and autocratic paternalistic leadership style. Individuals are also likely doubtless to welcome the protection afforded by the presence of clear laws, rules and procedures governing their working lives and by Belonging to their organization for a long time (Beugelsdijk et al., 2017). They are also keen to avoid problems and risks instead of risk taking approaches to their work. They'll feel a way of happiness to their using organization and to their teamwork who they work together for survival, while they relatively don't care about others outside their team, and believe that seniority is the basis of promotion (Dajani, 2018; Dajani and Mohamad, 2017).

Paternalistic leadership is a treasure house of scientific knowledge aimed to establish a family atmosphere which Leads to more satisfaction, justice, encourage participation in decision-making, decrease turnover intention, and improve relations in the workplace within the framework of cooperation and respect. Accordingly, it could be argued that Paternalistic leadership may affect Quality of Work Life, which this aiming to investigate. So the second Hypothesis can be formulated as,

Hypothesis 2: Paternalistic leadership dimensions have a positive impact on Quality of Work Life dimensions.

As a result of the theoretical framework, the research model of the study was shown in Figure 1.

Figure 1: Theoretical model



3. Methodology

3.1. Research Goal

The purpose of this study is to identify the effect of Paternalistic leadership dimensions on Quality of Work Life In public service organizations.

3.2. Sample

The population for this research was the employees mainly working in City Councils in Menoufia governorate in Egypt. Initially, 400 questionnaires were distributed and 319 were received back. Out of these questionnaires 15 were incomplete and were omitted. Consequently 304 questionnaires were used for the study, representing a response rate of 76%. Data collected from those 304 questionnaires in August, 2017 were analyzed using SPSS statistical packet program and two proposed relationships were tested through correlation and multiple regression analyses.

According to demographic analysis, the sample consists 35% female and 65% male, 11% less than

30 years, 20% between 30:40 years, 28% between 40: 50 years 41% more than 50 years, 28% have less than 10 years' experience, 29% have experience between 10: 20 years, 30% have experience between 20: 30 years and 13% have more than 30 years' experience, and 74% middle-level management and 26% low-level management.

3.3. Measures

3.3.1 Paternalistic leadership: In most recent studies, Paternalistic leadership has been measured in different ways. In this study PL was measured by the PL Scale developed by Cheng and his colleagues. Which was taken from Cheng et al. (2004), and composed of three distinct dimensions named authoritarian leadership, benevolent leadership and moral leadership. The scale consisted of 26 items and a five point Likert scale ranging from “strongly disagree” (1) to “strongly agree” (5) was used.

3.3.2 Quality of Work Life was measured using the 36-item scale QWL section is based on Seashore et al., 1983; Cammann et al., 1983; National Institute for Occupational Safety and Health (NIOSH), 2002. There were six items measuring the moral conditions of the work environment, six items measuring job characteristics, six items measuring wages and rewards, six items measuring teamwork, six items measuring the head's method in supervision, and six items measuring the participation in decision-making. The scale was taken from (Nafei, 2015; AL- Maghrabi, 2004). The scale consisted of 36 items and a five point Likert scale ranging from “strongly disagree” (1) to “strongly agree” (5) was used.

3.4. Analysis :

Data management and analysis were performed using SPSS V. 20.0 for Windows. Throughout the statistical analysis, significance level of 0.05 was taken into consideration. Descriptive statistics was used to present the main characteristics of the sample. For the factor structure of the scales, factor analysis was performed with principal components model and factor loadings were taken into consideration. For the internal consistency of the scales, reliability analysis was performed and coefficient alphas were taken into consideration. Before the regression analysis, in order to test the relationships among factors and the variables, bivariate correlations were conducted. Finally, to test the second hypothesis, Multiple Regression analysis was used to predict the effect of PL dimensions on QWL

4. Results and discussion:

4.1. Validity and Reliability Analysis

Table.1 shows Means, standard deviations, Validity and reliability coefficients. For Quality of Work Life, As it can be seen in Table.1 KMO value was 0.923 and Bartlett's Test of Sphericity was significant ($p= 0.000 < 0.001$); which indicated that the data was adequate and appropriate to conduct factor analysis. When the factor analysis was conducted, it was seen that the factors were divided into six sub-factors.

Table 1: Means, standard deviations, Validity and reliability coefficients of scales and subscales

Scale	Number of Items	Mean	SD	%Variance	Alpha
Paternalistic leadership (overall)	28	3.104	0.741		0.932
Benevolent leadership	11	3.211	0.931	(% var: 29.184)	0.938
Moral leadership	8	2.904	0.979	(% var: 16.315)	0.876
Authoritarian leadership	9	3.151	0.814	(% var: 13.497)	0.831
Kaiser–Meyer–Olkin Value: 0.885; df: 378					

Bartlett significance value: 0.000; v2-value: 2957.067					
Quality of Work Life(overall)	36	2.584	0.815		0.963
Moral conditions of the work environment	6	2.203	0.911	(% var: 18.926)	0.895
Job characteristics	6	2.248	0.806	(% var: 12.435)	0.842
Wages and rewards	6	3.417	1.034	(% var: 11.581)	0.864
Teamwork	6	2.535	1.045	(% var: 11.320)	0.895
The head's method in supervision	6	2.612	1.134	(% var: 10.938)	0.932
The participation in decision-making	6	2.493	1.048	(% var: 5.619)	0.928
Kaiser–Meyer–Olkin Value: 0.923; df: 630					
Bartlett significance value: 0.000; v2-value: 4524.060					

Consequently, all the items took place in the factor analysis and the factors were named as Moral conditions of the work environment (6 items) which explain 18.926% of the variance, Job characteristics (6 items) which explain 12.435% of the variance, Wages and rewards (6 items) which explain 11.581% of the variance, Team work (6 items) which explain 11.320% of the variance, The head's method in supervision (6 items) which explain 10.938% of the variance and The participation in decision-making (6 items) which explain 5.619% of the variance. It was seen that all of this factors explain 70.817% of the variance. The reliability analysis of these factors revealed high internal consistency because The Cronbach alpha values for these factors are respectively 0.895, 0.842, 0.864, 0.895, 0.932 and 0.928

Regarding to Paternalistic leadership, As it is seen in Table.1 KMO value was 0.885 and Bartlett's Test of Sphericity was significant ($p = 0.000 < 0.001$); which indicated that the data was adequate and appropriate to conduct factor analysis. As a result, three factors were acquired of which explained 58.996% variance of the scale. Thus, all the items took place in the factor analysis and the factors were named as benevolent leadership (11 items) which explains 29.184% of the variance, Moral leadership (8 items) which explain 16.315% of the variance and Authoritarian leadership (9 items) which explain 13.497% of the variance. The Cronbach alpha values for these factors are respectively 0.938, 0.876 and 0.831. That means all of these factors have high internal consistency.

4.2. The relationship between Paternalistic leadership and Quality of Work Life

As it can be seen in Table 2, which demonstrates the bivariate correlation analysis, a strong positive relationship between Paternalistic leadership and Quality of Work Life has been found ($r = -0.645$, $p < 0.01$). This finding supports the first hypothesis of the research, which assumed a significant relationship between the research variables.

Results show that all dimensions of Paternalistic Leadership, Benevolent Leadership, Moral Leadership and Authoritarian Leadership is the one which have a positive relationship with Quality of Work Life ", (r Benevolent Leadership = 0.583, r Moral Leadership = 0.560, r Authoritarian Leadership = 0.412). According to this result, hypothesis #1 is said to be supported.

Table 2: Correlations for Study Variables

Variables	1	2	3	4	5	6	7	8	9	10	11
1- Moral conditions of work environment	1										

2- Job characteristics	.647	1									
3- Wages and rewards	.382	.329	1								
4- Team work	.669	.622	.466	1							
5- The head's method in supervision	.626	.653	.426	.742	1						
6- The participation in decision-making	.673	.752	.407	.792	.817	1					
7- Quality of Work Life	.806	.800	.622	.881	.880	.908	1				
8- Benevolent Leadership	.511	.307	.386	.544	.541	.534	.583	1			
9- Moral Leadership	.434	.400	.338	.549	.491	.518	.560	.632	1		
10- Authoritarian Leadership	.428	.224	.342	.416	.295	.307	.412	.453	.361	1	
11- Paternalistic leadership	.567	.381	.439	.623	.557	.567	.645	.892	.817	.713	1

** Correlation is significant at the 0.01 level (2 tailed).

In order to test the second hypothesis which assumes a causal relationship between Paternalistic Leadership and Quality of Work Life, simple regression analysis was conducted. Table 3 shows the correlation model which highlights the relationship between both the independent and dependent variables. As a result, it is seen that Paternalistic Leadership could statistically explain Quality of Work Life ($R^2=0.416$, $p = 0.000 < 0.05$). According to this result, hypothesis #2 is said to be supported.

Table 3: Results of Simple Regression Analysis for Quality of Work Life

Dependent Variable: Quality of Work Life.				
	Variables	Beta	t	p
Model 1				
	Paternalistic leadership	0.645	10.334	0.000
R= 0.645 ; R²= 0.416 ; F= 106.782 ; p= 0.000				

Besides the effect of independent variable, its dimensions were also included in the multiple regression analysis to see their contributions to the dependent variable (Table 4). When the analysis was conducted, Benevolent Leadership, Moral Leadership and Authoritarian Leadership were seen to explain statistically perceived Quality of Work Life ($R^2=0.421$, $p= 0.000 < 0.05$). Results show that the three dimensions of Paternalistic leadership (Benevolent Leadership, Moral Leadership and Authoritarian Leadership) positively affect dependent variable "Quality of Work Life", (β Benevolent Leadership = 0.323, β Moral Leadership = 0.300, β Authoritarian Leadership = 0.158).

Table 4: Results of Multiple Regression Analysis for Quality of Work Life

Dependent Variable: Quality of Work Life.				
	Variables	Beta	t	p
Model 1				
	Benevolent Leadership	0.323	3.800	0.000
	Moral Leadership	0.300	3.691	0.000
	Authoritarian Leadership	0.158	2.235	0.027
R= 0.649 ; R²= 0.421 ; F= 35.886 ; p= 0.000				

To further understand the impact of Paternalistic leadership dimensions on quality of work life dimensions multiple regression analysis was used as it seen in (table 5). Result shows that Benevolent Leadership positively effect on all quality of work life dimensions expected Job characteristics. While Moral Leadership positively effect on all quality of work life dimensions expected Moral conditions of the work environment and Wages and rewards. Finally Authoritarian

Leadership shows a positive impact only on Moral conditions of the work environment, Wages and rewards and Teamwork.

Table 5: Results of Multiple Regression Analysis for Quality of Work Lifedimensions

	Dependent Variable	Independent Variables	Beta	t	p
Model 1					
	Moral conditions of the work environment	Benevolent Leadership	0.300	3.345	0.001
		Moral Leadership	0.145	1.775	0.078
		Authoritarian Leadership	0.261	3.057	0.003
R= 0.569 ; R2= 0.324 ; F= 23.658 ; p= 0.000					
Model 2					
	Job characteristics	Benevolent Leadership	0.054	0.609	0.544
		Moral Leadership	0.275	3.433	0.001
		Authoritarian Leadership	0.074	0.889	0.375
R= 0.411 ; R2= 0.169 ; F= 10.053 ; p= 0.000					
Model 3					
	Wages and rewards	Benevolent Leadership	0.213	2.129	0.035
		Moral Leadership	0.132	1.376	0.171
		Authoritarian Leadership	0.198	2.382	0.018
R= 0.441 ; R2= 0.195 ; F= 11.935 ; p= 0.000					
Model 4					
	Teamwork	Benevolent Leadership	0.319	3.844	0.000
		Moral Leadership	0.259	2.981	0.003
		Authoritarian Leadership	0.184	2.541	0.012
R= 0.627 ; R2= 0.393 ; F= 31.940 ; p= 0.000					
Model 5					
	The head's method in supervision	Benevolent Leadership	0.370	4.053	0.000
		Moral Leadership	0.243	2.785	0.006
		Authoritarian Leadership	0.040	0.527	0.599
R= 0.576 ; R2= 0.331 ; F= 24.450 ; p= 0.000					
Model 6					
	The participation in decision-making	Benevolent Leadership	0.323	3.563	0.000
		Moral Leadership	0.295	3.408	0.001
		Authoritarian Leadership	0.054	0.716	0.475
R= 0.584 ; R2= 0.342 ; F= 25.595 ; p= 0.000					

5. CONCLUSION

Local government sector in Egypt is one of the key sectors due to its many and important services to citizens. It also represents one of the main arms of the Government to carry out its policies and decisions and to establish communication between the Central Administration at the State level and all sectors of society. Despite the important role assumed by this sector, but trackers this role sees it lost its ability to manage facilities and services, which reached a level of deterioration and corruption led to the loss of popular support for government policies in addressing the issues of citizens. There are many challenges facing the local government sector in Egypt and hinder the effectiveness of the pivotal role-played. No doubt the employees' impressions toward work environment and leadership style is one of that challenges and one of the main factors influencing the sector performance and services quality provided to citizens (Dajani and Mohamad, 2017).

While quality of work life is one of the major issues that haunt many organizations as it has a crucial influence on employee's behaviors and attitudes (Seashore et al., 1983; Cammann et al., 1983). Paternalistic Leadership is one of the most effective leadership styles in Chinese culture and

different cultures, and appropriate for Middle East countries (Pellegrini and Scandura, 2008; Cheng et al., 2004; Farh and Cheng, 2000). In reviewing the literature, no data was found on the Relationship between Paternalistic leadership and QWL. Therefore, the current study aimed to deal with this gap by identifying the relationship between paternalistic leadership dimensions and quality of work life.

Descriptive Statistics indicate that the level of prevalence of Paternalistic Leadership behaviors among the administrative leaders from the employees' perspective was relatively Average due to the nature of dominant culture in most Arab countries, including Egypt (Dajani and Mohamad, 2017; Hofstede, 2001). Which emphasizes the appropriateness of Patriarchal Authoritarian leadership style of the organizations working in these countries, Where personal and community values reflect the level of the justice and discipline of the leader and his professional behavior (Jalalkamali et al., 2016; Hatrup et al., 2007; Furnham et al., 2005). In addition, the welcome of individuals to the law protection in the work and acceptance of guidance by who is keen to apply the rules and takes care for their personal interests at the same time (Dajani, 2018).

As it is said, "Man does not attain all his heart's desires for the winds do not blow as the vessels wish". The results show that employee's perceptions underscore the weak capacity of the public sector in Egypt to meet their needs and requirements of and improve the various aspects of their careers life that they aspire of after the revolution of 25th January 2011. This means low quality of work life in a Local government sector, where employees are disappointed with their aspirations and hopes for a safer and more stable work life, and effective participation of teams in making various organizational decisions, as well as improving their economic conditions to enable them to live a decent life.

The findings showed that three dimensions of Paternalistic Leadership (authoritarian, benevolent, and moral) positively associated with each other, and this Contradicts with literature which suggested that authoritarian negatively correlated with other dimensions of Paternalistic Leadership (benevolent and moral) (Pellegrini and Scandura, 2008; Cheng et al., 2002). Because Paternalistic leader follows an authoritarian style to promote subordinates' compliance without exploiting to achieve organizational goals (Aycan, 2006). This is in line with Hofstede (1980) In the spread of Centralization and authoritarian leadership in Arabic countries, including Egypt, and employees welcome this if limited to ensure implementation of labor regulations without compromising their personal interests (Dajani, 2018; Beugelsdijk et al., 2017; Hatrup et al., 2007).

Also, the findings showed that Paternalistic Leadership positively associated with Quality of Work life, due to its positive impact on subordinates' attitudes and increase trust, cooperation, and positive spirit among subordinates and the care of them (Cheng and Wang, 2015; Mussolino and Calabrò, 2014; Chen, 2013; Gelfand et al., 2007; Uhl-Bien et al., 1990). Which Reflected positively on the work climate, Subordinates' Satisfaction, and relationships between them (Anwar, 2013; Chou, 2012). This result in lined with literature around the positive effect of Paternalistic Leadership on Employees' outcomes (Chen et al., 2018; Tian and Sanchez, 2017), enhance subordinates' psychological health, and work climate (Zhang et al., 2015; Chan, 2014; Chen and Kao, 2009; Pellegrini and Scandura, 2008), and decrease workplace loneliness felling between employees (Öge et al,m 2018).

Because the behaviors shaped in the light of the different perceptions, according to social exchange theory and social learning theory the level of employees realization of administrative leadership 's adoption of Paternalistic Leadership behaviors, which ensure justice, integrity and public interest under Compliance with the regulations and laws governing their work which contributes to an ethical climate that encourages participation in decision-making and work as a team to achieve organizational goals (Gelfand et al., 2017; Brown and Trevino, 2006).

We found that benevolent leadership was the most common among leaders in City Councils from the perspective of subordinates. Add to the positive effect of benevolent Leadership on Quality of

Work life, as a benevolent leader works with subordinates as family members and take care for subordinate's personal and professional life (Özer et al., 2013; Wu and Tsai, 2012; Chu, 2010; Wang and Cheng, 2010; Pellegrini and Scandura, 2008; Aycan, 2006; Cheng et al., 2004; Farh and Cheng, 2000). Which makes employees more eager to avoid the problems and risks associated with the work. That gives them a sense of happiness and satisfaction with their organization (Jalalkamali et al., 2016), and makes them more concerned with Members of their team without others, within continuous care by their Benevolent Leaders (Chen et al., 2014; Chan et al., 2013).

Additionally, moral leadership is positively affecting the Quality of Work life. Whereas, respecting the ethical standards from the leaders; however, creates an ethical climate (Cheng and Wang, 2015), which affects subordinates' attitudes and behaviors (AbdElgawad, 2016; Cheng and Wang, 2015; Chu, 2010; Brown et al., 2005), and give an opportunity for subordinates to discuss the various work-related issues, participation in decision making, Furthermore, it creates an ethical organizational culture based on cooperation, Transparency, integrity, and altruism (Cheng and Wang, 2015; Brown et al., 2005). According to social learning theory, individuals tend to learn and simulate role models within the work (AbdElgawad, 2016). And therefore they may accept to relinquish part of their requirements in order to achieve the common good of the organization in which a family climate prevails.

While Hofstede (1980) Confirmed on the spread of central decision-making in Arabic cultures, and the employee's acceptance of unequal distribution of power in order to protect them against risks that may affect the work (Dajani, 2018; Dajani and Mohamad, 2017). Our results show that Authoritarian Leadership has a positive impact on Quality of Work life, as The Authoritarian leader emphasizes a Compliance with work rules, cooperation, respect, and appreciation in the workplace. Although this result is different Than literature which suggested that authoritarian leadership have a negative impact on the work climate as authoritarian emphasis on high power distance and implications of forced submissiveness and dependency (Wu and Tsai, 2012; Chu and Hung, 2009; Pellegrini and Scandura, 2008; Aycan, 2006; Cheng et al., 2004), however authoritarian Leadership is one of the most effective leadership styles in Arab organizations due to Organizational Culture Prevailing between subordinates (Farh and Cheng, 2000; Cheng et al., 2004).

In addition to, we suggest that compliance here is not caused by oppression and arbitrariness, but is willingly comply with an appreciation of the care and protection of Ethical and benevolent Paternalistic Leadership (Pellegrini and Scandura, 2006; Aycan et al., 2000; Farh and Cheng, 2000).

Finally, we discussed earlier Paternalistic Leadership is a major tool to enhance Quality of Work life during the difficult economic conditions and corruption prevalent in most public organizations. Where Paternalistic leaders consider their employees' needs and rights, encourage employees to participate in decision making, and identification of functional tasks. As well as the constant encouragement and motivation and the strengthening relation between employees, this reflects on teamwork effectiveness, and makes them feel more secure, stable and happy at work place. Despite the apparent decline in the value system in Egypt but authentic values remain at the root of this society. So we must look for the illuminated models and highlight its successful experiences to be models appreciated by society and followed by individuals, which may improve QWL in Egypt.

6. Practical Recommendations

According to this research result we present a set of practical recommendations for leadership in a Local government sector in Egypt:

- Create a family working environment in a way that the workers feel more confident and Tranquility, which reflects on their behaviors in the workplace
- Pay attention to employees' personal interests and help them deal with their personal and social problems because of its impact on their performance.

- Leaders should be keen on adopting and develop Paternalistic leadership behaviors, and to be a role model to follow by employees in job behaviors
- Emphasize the positive work values such as respect and appreciation and tolerance between Co-workers.
- Take care for the Permanent participation of employees in making all organizational decisions and provide them with the information needed to understand the current situation of the Organization and the reasons behind the lack of ability to meet all their requirements.
- Wages and salaries should be fair and adequate, so the wage structure must be modified to fit the high standard of living and economic conditions by linking rewards to the extra effort and positive behavior.

7. Limitations and Suggestions for Future Research

The first limitation is about generalization of findings, this study was conducted on the local government sector in Egypt, so findings might not be generalized to all types of organizations in various sectors or different countries. Thus, it is preferred that future studies could examine the same relationships in different service and non-service sectors in other countries for generalization of findings. Another limitation is about the methodology, the current study was based on quantitative measurement methods, so it is preferred that future researches consider qualitative measurement methods in the beginning before quantitative methods to identify and measure variables deeply. There are many aspects of administrative corruption deployed in some organizations, so future researches ought to study the impact of Paternalistic leadership and quality of work life on reduction of administrative corruption types. Finally, although researchers are increasingly excited about paternalistic leadership research, but there is very limited knowledge regarding the antecedents of Paternalistic Leadership. So it is important to research on these antecedents and disclose it to get a Comprehensive model for Paternalistic Leadership

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