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Research Article

Good Governance Perception: Enhancing Paternalistic Leadership Action and Employee Commitment

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Abstract

One of the important factors in creating good governance is the existence of good leadership attributes in the leader behaviors. There is no doubt that leadership style in Asians' culture differ from ones originating from individualist culture. Indonesia which is categorized as a collectivist culture demands a leadership model that upholds the "Fatherism" component, which is called as a paternalistic leadership. In this sense, this study aims is to investigate how the employee perception towards paternalistic leadership and good governance can influence the employee commitment toward their organizations. Data was obtained from 80 senior civil servants working from three cities municipals. Using PLS analyses, this study indicated that civil servants are likely to commit to their organization because of their leaders attributes towards paternalistic leadership. The employee demography also plays a significant role in their commitment. There are no significant relationships between employee perceptions on employee commitment. Finally, this study is able to draw a model that can be use for government leaders in creating organizational commitment.

Key words: Paternalistic leadership, fatherism, employee commitment, good governance

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INTRODUCTION

Paternalistic leadership has been debated overwhelmingly by leadership scholars, whether this leadership style would serve as a basis ideal style to be implemented in the non individualist culture (Jung *et al.*, 1995; Irawanto *et al.*, 2012). Several studies have been done, mainly in the collectivist culture i.e., Turkey (Aycan, 2006; Erben and Guneser, 2008), Mexico (Pellegrini and Scandura, 2008); Taiwan (Farh *et al.*, 2008) and Indonesia (Irawanto, 2008; Irawanto *et al.*, 2011). Their studies show that the paternalistic leadership model is perceived positively by the subordinates.

Some studies (Zhao, 1994; Wang *et al.*, 2005; Martinez, 2005; Littrell, 2002) also showed that paternalistic leadership is bounded with others aspects, such as psychological contract i.e., in Taiwan they called as subordinates responses where it shows positive relationship between paternalistic leadership and subordinates responses in Turkey findings reveals that benevolent paternalistic leadership had a moderate effect on effective commitment. However, little study showed how the level of education and managerial might affect paternalistic leadership and psychological contract.

The image of paternalistic leadership in Indonesia, especially in the public sector can't be separated from the nation life. Especially during new order (Schwarz, 2000) era where Soeharto, the president always encourages the practices of Javanese philosophy which highlighter the importance of having "Father" figure like leaders in every aspects of life (Geertz, 1973), especially in his governances (Robertson-Snape, 1999). It further concluded that Javanese philosophies of life were taken seriously in the formal life of an organization and in the country's bureaucracy, which led to the national identity at that time (Sarsito, 2006). As Sarsito (2006) states:

"As the president of Indonesia, Soeharto had treated the country and the state as a big Javanese family. He positioned himself not only as the leader or the king of the country, but also the father of a big family".

Irawanto *et al.* (2012) findings in Indonesia, study of staff level civil servant reveals that the higher the position and education in organizations tend to produce greater commitment toward the leader who practicing paternalistic leadership style. Would this be a general consensus or just the matter of vulnerability? This need to be investigated further to provide better explanation toward the effect of paternalistic leadership on the subordinates acceptances. This study address the importance of education in Indonesian setting in relate to the leadership model that fit with the Indonesian

culture, paternalistic leadership and how they perceive their psychological contract with their leaders.

Paternalistic leaders characteristically nurture authoritarian behavior providing absolute guidance, care and protection to followers, Redding *et al.* (1994) argue borrows from the Weberian concept, Westwood (1997) labels "Headship". It is characterized by a distinctive dual formation hierarchy, patriarchal authority, along with harmony building, maintenance and moral leadership. In this model, an organization is viewed as a family, the leader is positioned as the father of the family, who has to be strong and is expected to act as the head of the household.

In the Asia context where the collectivist culture is practices, paternalistic leadership is viewed as a leadership style that combines strong discipline and authority with fatherly benevolence and moral integrity couched in a personalistic atmosphere (Cheng *et al.*, 2004). This was based on the justification that strong Confucian values impact on the behaviour of the Chinese (Farh and Cheng, 2000). It is comprised of three distinct leadership styles, which all have their roots in the Chinese values, authoritarian, benevolent and moral leadership (Cheng *et al.*, 2004). Authoritarian leadership emphasises the importance of creating *li-wei* (inspiring awe in followers). In part this is done by asserting absolute authority. Benevolent leadership relates to the behavioural aspects of *shi-en* (favour granting), which highlights the importance of concern for someone's personal or familial well being. Moral leadership is related to *shuh-der* (setting an example). This leadership style may refer to someone having superior virtues in a dyadic relationship as well as being an example in terms of self-discipline.

Indonesian leadership is paternalistic (PL) (Mulders, 1994; Sutarto, 2006; Irawanto, 2007). This may be related to the cultural values of indigenous people in Indonesia. The Indonesian cultural values comprise complex aspects which have developed over time (Irawanto, 2009). In Indonesia, especially in government sector, education is very important for those who want to accelerate their career in organization. Previous study has found that, employees with high level education places higher rating towards one of the key element of paternalistic leadership, visible leadership (Irawanto and Ramsey, 2011). Further question is raised that the case for manager with high education are they perceived the same ways as employees did?

Regarding to the implementation of good public governance (Bozeman, 2007; Osborne, 2010) stated that good governance relating to international agencies such as the World Bank is promoting the governance better and good governance associate with New Public Management (NPM) or the new public management towards liberal democracy.

Kettl's in Osborne (2010) to establish a state that good governance is necessary unity of mission, regulatory, capacity and its relationship with economic prosperity and social stability. Good governance in Farazmand (2004) includes two parts of the mainfactors for interaction. The first is the interaction of the three elements that consider the relationship between the government of the state, society and the private sector. Sanusi (2012) states that good governance by the World Bank is the way power is used to manage a variety of resources for social and economic community development.

The practice of managing the affairs of the authority application has asynergistic relationship between the state and the building (in the role, creating a climate conducive political and legal), the private sector (in the role, creating jobs and income) and the public (in its role to encourage social interaction, economic, political and invites all community members to participate). Sanusi (2012) states, good governance implies, among others:

- Good governance, good state governance or administration
- Application of the principles of transparency, participation and accountability are recognized as the initial basis for the realization of good governance in general
- The ideas and values that govern the relationship between the government, business and society

In the perspective of organizational psychology organizational commitment of employees towards the ultimate goal of an organization. In the perspective of the commitment of the organization defined a logical consequence of the behavior of an individual to provide behavioral receive and loyal to the organization in which they work (Shore *et al.*, 1995). Furthermore, Meyer and Allen (1984) suggest that one's commitment to the organization is a form of investment in the hope of reward individual psikosial kompensiasi and career, where on the other side, if they leave the organization will have implications for the high cost. Meyer and Allen ask some dimensions of organizational commitment among others (Jaros, 1997):

- Affective commitment
- Continuance commitment
- Normative commitment

In the context of Indonesia, especially in government, the civil servants who are important assets in the sustainability of the state, they are explicitly loyal to the organization in

which they work (departments, ministries, local governments, etc.). It can be seen because the legislation does not allow civil servants to move the work with in the specified time, except through programs such as HRM mutation, rotation and promotion that allows them to move tasks to other organizations but are still in the corridor to the civil servant's they. Seeing dimensions of organizational commitment as described above, it can be concluded that the civil servants in Indonesia have no other choice to survive on their position in the organization. In the context of this study, it becomes attractive for researchers to see, if because of the "Urgency" Indonesia's civil servants still loyal to his organization or even loyal to the "Individual" is the way the boss. Therefore this study will explore the relationship between Paternalistic leadership and employee commitment influence for the application of good governance.

MATERIALS AND METHODS

Study is based on explanatory research with a method of surveying. The population of this study is civil servants (PNS) with Echelon IV position who works in a city and government regency, represented by 3 large cities in East Java namely Malang, Batu and Regency of Malang. Sampling method is using accidental random sampling (Pallant, 2007).

The instrument used for this study are paternalistic leadership Indonesia, a model of leadership style based on the Indonesian (Irawanto *et al.*, 2011) setting with seven dimensions that consist of 36 questions summarized on the dimensions of: (1) Visible leadership, (2) Authoritarian leadership, (3) Benevolent leadership, (4) Moral-courage leadership, (5) Moral-impartialness leadership, (6) Moral-incorruptness leadership and (7) Moral-magnanimity leadership. While, the other independent variable is good corporate governance, a model developed by Trisnarningsih (2003) which consist of 8 questions. The dependent variables in this study are; (1) Civil servants demography (age, sex, education, etc.) and (2) Employee commitment which used Meyer and Allan (1997) model which consists of three dimensions: (1) Affective commitment, (2) Continuance commitment and (3) Normative commitment. Likert 6-scale is used to assess respondents on all of the questions on the questionnaire and consist of psychometric evaluation will be conducted through the data analysis (Gerbing and Anderson, 1988). In this study, the civil servants term is translated to Pegawai Negeri Sipil (PNS) and will be used throughout the data analysis and discussion.

Total of 80 questionnaires returned back and analyzed for its reliability and validity using PLS (Smart PLS). The

Table 1: Cross loading for all the research variables

	Paternalistic leadership	Good corporate governance	Employee commitment
Paternalistic leadership.1	0.855	0.265	0.029
Paternalistic leadership.3	0.649	0.137	0.061
Paternalistic leadership.4	0.746	0.201	0.022
Paternalistic leadership.5	0.367	0.201	0.021
Paternalistic leadership.6	0.760	0.380	-0.069
Paternalistic leadership.7	0.372	-0.078	-0.190
Good corporate governance.1	0.117	0.808	0.043
Good corporate governance.2	0.139	0.638	0.580
Good corporate governance.3	0.258	0.838	-0.030
Good corporate governance.4	-0.013	0.387	0.630
Good corporate governance.5	0.232	0.797	-0.170
Good corporate governance.6	0.134	0.826	0.040
Good corporate governance.7	-0.105	0.390	0.120
Good corporate governance.8	-0.004	0.424	0.170
Employee commitment.1	-0.027	0.040	0.507
Employee commitment.2	0.002	-0.015	0.890

Table 2: Respondent demography

	Total	Percentage
Sex		
Men	39	49
Female	38	46
Missing	3	4
Total	80	100
Age (years)		
22-31	5	7
32-41	42	54
42- 51	27	34
52	2	2
Missing	4	3
Total	80	100
Education		
Masterate	27	36
Bachelor	43	57
Diploma	3	4
Others	2	1
Missing	5	2
Total	80	100
Tenure in position (years)		
<2	17	21
2-5	45	56
6-10	10	12
11-15	8	11
Total	80	100
Tenure in agency (years)		
<2	17	20
2-5	38	46
6-10	10	16
11-15	15	18
Total	80	100

composite reliability is within the acceptable range values 0.80 for paternalistic leadership and employee commitment of 0.67 with the lowest is on civil servants demography which is 0.57. While, the main analysis tool use is PLS, the validity test is performed using cross validity method as supposed to see the consistencies of all questions within its original dimensions (Table 1). It can be seen that all of the research variables are

grouped on the designated dimensions and the values indicate acceptable validity value range.

The respondents demography was quite good representing different perception towards the research variables analyzed as shown in Table 2.

As the screening phase done in the PLS analysis reveals that only two of the employee demography are eligible for further analysis, which is tenure in position an tenure in agency. It does not mean the rest of the data is not suitable for this study, as it can be seen the composition of the sexes are balance indicating the respondents can viewed the paternalistic leadership universally and the education of the respondents are very good, indicating they can fill all the questions on the questionnaire.

RESULTS

The structural model analyzed using the PLS smart indicated that reveling all of the variable uses on the study have an accuracy rate of 40 and 60% is explained by others variables which is not in this study. Those 40% reveals that paternalistic leadership, good corporate governance, employee demography and employee commitment are summarized well in the study model. To answer the study aims, the inner model was calculated (Table 3).

The results showed paternalistic leadership variables (X1) have a positive relationship with PNS demography (Y1) shows the path coefficient to f 0.779 with a value of 15.904 t-value is greater than table (1.960). This result means that paternalistic leadership as a positive and significant impact on demographics PNS where the higher the respondent's perception of the need that their superiors practice paternalistic leadership although this mediated by demographics PNS. Also, it is that found a relationship PNS

Table 3: Inner model of the research variables

Variables	Original sample estimate	Mean of subsamples	Standard deviation	t-statistic
Paternalistic leadership->demografi pns	0.779	0.742	0.049	15.904
Good corporate governance ->demografi pns	0.046	0.051	0.114	0.401
Paternalistic leadership->employee commitment	-0.333	-0.151	0.284	1.171
Demografi pns->employee commitment	0.397	0.285	0.219	1.813

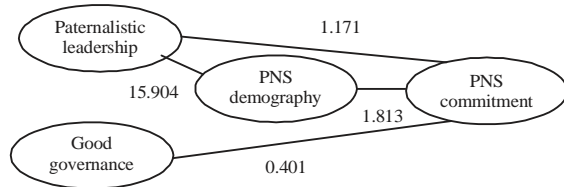


Fig. 1: Structural model of the research

demographic variables (Y1) and organizational commitment (Y2) shows the path coefficient to f 0.397 with a value of 1.813 t-value is approached from that table (1.960). This result means that the demographics PNS has a positive and significant impact on organizational commitment in which the higher civil servants demographic factors will have implications on the higher commitment to their organization.

To give clearer picture with what expected in this study, Fig. 1 stipulated all the study variables and the values of the relationship.

DISCUSSION

It can be revealed that all the paternalistic leadership dimensions as perceived from the respondents of this study still consistent with the previous studies (Irawanto *et al.*, 2011, 2012). Within the same population in Indonesian with the strong influence of Javanese culture, paternalistic leadership still perceived to be positive and influenced positively to the others management variables (employee commitment) as what others similar studies within the same culture (Ariani, 2012; Atmojo, 2015; Dwanti, 2003). It is proved that in the light of leadership style, no matter what is the leadership style applied by the leaders in the Indonesian context it give a huge impact in making employee commitment. Moreover, within this study context, it is found that together with the commitment of the leaders in practicing good governance, in the same time give higher impact in making the employee more commit to the organizations. As noted by Durant *et al.* (2006) that not only practicing good governance do make some impact on the employee commitment, but in the same time it also sharpening the employee performance within organization to stimulate the practices of good governance in the new era (Hamilton-Hart, 2001). This study is important for Indonesia, as in the present time Indonesia faces good

governance crisis (Hardjasoemantri, 2003). Therefore, the application of paternalistic leadership is highly needed within the Indonesian public sector.

Another interesting findings that employee demography employed in this study that act as a mediator variables (gender, age, education and work tenure), it is positively contribute to employee commitment. As what, Chen *et al.*, (2002) noted that educational background and gender make differences on the leadership perception toward the success of employee commitment. Hence, even though this study did not explores the impact of employee demography by the criteria, it is still can be assumed that the differences in the employee demography will make contribution to the application of good governance and in a way to increase employee commitment studies (Irawanto, 2008; Irawanto *et al.*, 2012; Erben and Guneser, 2008; Chen *et al.*, 2002).

CONCLUSION

From the analysis it can be concluded that the variable paternalistic leadership have an indirect effect to organizational commitment. This means that the respondent's perceptions of the importance of their superiors in implementing the six main dimensions variable that paternalistic leadership; (1) Visible leadership, (2) Benevolent leadership, (3) Moral leadership-incorruptness, (4) Moral leadership-courage, (5) Moral leadership-magnanimity and (6) Moral leadership-impartialness do not have direct implications for organizational commitment.

It is also found that:

- Of the five dimensions of organizational commitment raised in this research model is only two-dimension organizational commitment are perceived positively by respondents ie., (1) Affective organizational commitment and (2) Continuous organizational commitment
- While the respondent's perception of the importance of good corporate governance behavior has no direct effect with the organizational commitment
- It can be concluded some interesting findings that made the difference this study with previous

It is recommended to the Government of Malang, Batu and Malang regency that they should note that the officials in

their environment to broaden the model of paternalistic leadership. At least from this study can be seen that the Echelon IV have high preference for leaders who can apply paternalistic leadership. This is a positive step considering the application of paternalistic leadership of civil servants that can increase commitment to the organization. Taken together also able to create a credible governance and accountability.

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