

# **Impact of Paternalistic Leadership on Higher Education Institutes Effectiveness: Mediating Role of Organizational Citizenship Behavior**



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## **ABSTRACT**

The study has aimed at examining the impact of organizational citizenship behavior of university teachers as a possible mediator between paternalistic leadership style of supervisors and overall effectiveness of the educational institute. Since, Pakistan is a developing country, and to advance towards a developed country, education needs to be in major and vital focus. Top 10 universities, chosen from the Higher Education Commission of Pakistan's current list, were investigated. Positivist approach is used for the study as it aimed at fact based analysis. Questionnaire (carrying 46 questions: 12 for PL, 4 for OCB and 30 for OE) was administered by adopting measures already used in different studies for respective variables. Pal Scale was distributed to the faculty members of the universities (N=322), reporting about their supervisor's leadership style. Moreover, employees were told to address about their extra-role behavior, i.e. organizational citizenship behavior, by using the scale developed by Welbourne, Johnson and Erez. In addition to this, employees evaluated the overall effectiveness by using the organizational effectiveness scale for Higher Education Institutes of Kwan and Walker.

The study has analyzed the data through descriptive statistics, Pearson correlation coefficient, linear regression. The result supported the substantial and significant impact of organizational citizenship behavior on the relationship between paternalistic leadership and effectiveness of higher education institutes. Moreover, direct relationship among variables is also found i.e. PL has direct relationship with OCB and OE and OCB has direct relationship with OE. However, when OCB was tested as mediator between PL and OE then the result was stronger as compared to direct relationship between PL and OE. Thus the supervisors must recognize, foster and realize the importance of paternalistic leadership as this may eventually influence organizational citizenship behavior and effectiveness of higher education institutes. Future study can be a comparative study between private and public universities to explore the same relationship.

## Table of Contents

THESIS ENTITLED .....	2
ACKNOWLEDGEMENTS .....	3
ABSTRACT .....	4
1. INTRODUCTION .....	<b>Error! Bookmark not defined.</b>
1.1 Research Objective .....	<b>Error! Bookmark not defined.</b>
1.2 Research Questions .....	<b>Error! Bookmark not defined.</b>
1.3 Significance of the study .....	<b>Error! Bookmark not defined.</b>
1.4 Outline.....	<b>Error! Bookmark not defined.</b>
2. LITERATURE REVIEW .....	<b>Error! Bookmark not defined.</b>
2.1 ORGANIZATIONAL EFFECTIVENESS .....	<b>Error! Bookmark not defined.</b>
2.1.1 Goal-attainment approach.....	<b>Error! Bookmark not defined.</b>
2.1.2 Systems resource approach .....	<b>Error! Bookmark not defined.</b>
2.1.3 Internal process approach .....	<b>Error! Bookmark not defined.</b>
2.1.4 Strategic constituencies approaches .....	<b>Error! Bookmark not defined.</b>
2.1.5 Competing value approaches .....	<b>Error! Bookmark not defined.</b>
2.2 ORGANIZATIONAL CITIZENSHIP BEHAVIOR .....	<b>Error! Bookmark not defined.</b>
2.2.1 Different Definitions of OCB .....	<b>Error! Bookmark not defined.</b>
2.2.2 Dimensions (forms) of OCB.....	<b>Error! Bookmark not defined.</b>
2.2.3 Benefits of OCB .....	<b>Error! Bookmark not defined.</b>
2.3 LEADERSHIP.....	<b>Error! Bookmark not defined.</b>
2.3.1 Paternalistic Leadership .....	<b>Error! Bookmark not defined.</b>
3. THEORETICAL FRAMEWORK & HYPOTHESES.....	<b>Error! Bookmark not defined.</b>
4. RESEARCH METHODOLOGY .....	<b>Error! Bookmark not defined.</b>
4.1 Research Paradigm .....	<b>Error! Bookmark not defined.</b>
4.2 Research strategy and research design .....	<b>Error! Bookmark not defined.</b>
4.3 Research Population & Unit of Analysis.....	<b>Error! Bookmark not defined.</b>
4.4 Sampling framework.....	<b>Error! Bookmark not defined.</b>
4.5 Data Collection Process.....	<b>Error! Bookmark not defined.</b>
4.6 Survey instrument and measurement .....	<b>Error! Bookmark not defined.</b>
4.6.1 Organizational Effectiveness (OE).....	<b>Error! Bookmark not defined.</b>
4.6.2 Organizational Citizenship Behavior (OCB).....	<b>Error! Bookmark not defined.</b>

4.6.3	Paternalistic Leadership (PL).....	Error! Bookmark not defined.
5.	RESULTS, ANALYSIS & DISCUSSIONS.....	Error! Bookmark not defined.
5.1	Profile of respondents.....	Error! Bookmark not defined.
5.2	Internal Consistency.....	Error! Bookmark not defined.
5.3	Correlations.....	Error! Bookmark not defined.
5.4	Hypothesis.....	Error! Bookmark not defined.
5.4.1	First Hypothesis.....	Error! Bookmark not defined.
5.4.2	Second Hypothesis.....	Error! Bookmark not defined.
5.4.3	Third Hypothesis.....	Error! Bookmark not defined.
5.4.4	Fourth Hypothesis.....	Error! Bookmark not defined.
6.	CONCLUSION & IMPLICATIONS.....	Error! Bookmark not defined.
7.	LIMITATIONS & FUTURE DIRECTIONS.....	Error! Bookmark not defined.
	Recommendations.....	Error! Bookmark not defined.
	REFERENCES.....	Error! Bookmark not defined.
	Appendix.....	Error! Bookmark not defined.
	Annexure 1.....	Error! Bookmark not defined.
	Annexure 2.....	Error! Bookmark not defined.

## **LIST OF TABLES**

1	Overall Ranking for HEIs 2014.....	57
2	Profile of respondents.....	61
3	Descriptive Statistics and Reliability Estimates.....	63
4	Dimensions Reliability.....	63
5	Correlation Coefficients.....	64
6	Model Summary H1.....	65
7	ANOVA H1.....	65
8	Coefficient H1.....	65
9	Model Summary H2.....	67
10	ANOVA H2.....	67

11	Coefficient H2.....	68
12	Model Summary H3.....	69
13	ANOVA H3.....	69
14	Coefficient H3.....	70
15	Model Summary H4.....	71
16	Coefficient H4.....	72
17	Results Summary.....	77

## **LIST OF FIGURES**

1	Three dimensional model of organizational effectiveness .....	.24
2	Competing Values Model of OE .....	.25
3	Proposed model .....	.48
4	Correlations among IV & DV.....	.64

