

A Comparative Research of Paternalistic and Narcissistic Leadership on Intrinsic Motivation: Job Autonomy and Development Culture as Mediating Variables

Nurdan Çolakoğlu¹, İzlem Gözükara Yıldız¹, Zeynep Hatipoğlu¹ & Candide Uludağ²

¹ İstanbul Arel University, Turkey

² Medipol University, Turkey

Correspondence: Associate Prof. Dr. Zeynep Hatipoğlu, İstanbul Arel University, Turkey. E-mail: zeynephatipoglu@arel.edu.tr

Received: April 20, 2025

Accepted: May 13, 2025

Online Published: May 15, 2025

doi:10.5430/jms.v16n1p17

URL: <https://doi.org/10.5430/jms.v16n1p17>

Abstract

To inspire others, leaders must be visionary, communicate effectively, and possess the ability to motivate, as their actions influence employees' intrinsic motivation. Individuals driven by intrinsic factors find motivation in enjoyment or challenges rather than external rewards, pressure, or products. In contrast, narcissistic leaders perceive themselves as flawless and attribute their success solely to their own efforts, exhibiting traits such as arrogance, extreme self-love, unshakeable confidence, and hostility. n =218 employees were included in this study, in which the mediating role of Job Autonomy (JA) and Development Culture (DC) variables in the Paternalistic Leadership (PL) vs. Narcissistic Leadership (NL) and Intrinsic Motivation (IM) was investigated. The data obtained from volunteer participants from non-profit organisations in Istanbul were analysed by structural equation modeling. The findings revealed that PL positively and significantly affects IM through mediating variables, while NL significantly and negatively affects IM through these factors.

Keywords: Narcissistic leadership, intrinsic motivation, Paternalistic leadership, development culture, job autonomy

Groups influenced by leaders can experience many emotions at the same time. In modern business life, employees who work to fulfil various goals can sometimes experience negative emotions (Bakan & Yılmaz, 2019).

1. Introduction

Although numerous definitions of leadership exist today, a consensus in the literature is still absent. It is widely accepted that leadership entails effectively mobilizing followers to achieve specific goals. Effective leaders create organizational culture. They strengthen motivation, explain the mission and organizational goal. They lead the organization towards more efficient and high-performance outcomes (Ingraham and Heather, 2004). Leadership is one of the important driving forces to increase company performance (Kunchinke, 1999). One of the most important factors affecting employee performance is intrinsic motivation (IM). IM is an important motivation source fed by individuals' personal goals, values and internal experiences. It is observed that it affects the performance and commitment of employees, especially in the business environment (Dündar et al., 2007). Studies by leading researchers such as Herzberg, Maslow, and McGregor have found that employees' intrinsic motivation increases markedly when they find their work interesting and fulfilling. In this context, it is seen that IM encourages employees to show commitment to their work and contribute with creative thinking. As Ersari and Naktiyok (2012) point out, intrinsic motivation (IM) is influenced by external factors, including material and verbal rewards that individuals gain from their work. Additionally, job autonomy (JA) plays a significant role in a person's motivation. (Hackman and Oldham, 1976) which offers employees additional accountability for their work, allows them to participate in organizational activities. Furthermore, JA empowers employees to take initiative in their professional lives, positively impacting work quality, motivation, satisfaction, and productivity. JA inspires feelings of independence, achievement, and self-esteem in individuals, and employees with high JA tend to demonstrate greater organizational commitment

and citizenship (Esser and Olsen, 2012: 446). From this perspective, it can be expected that JA will enhance the IM levels of employees, and it is believed that the IM of employees with high JA will also be elevated.

Development culture (DC) is an organizational subculture that motivates employees (Lok et al., 2005; Scott et al., 2003). Subcultures, such as DC, include values and attitudes that are directly related to employees' jobs and reinforce them. It is a type of culture where flexibility and tolerance are important. In the vast majority of studies on organizational culture, a uniform and homogeneous structure approach to organizational culture is dominant. However, it is stated by researchers that there may be more than one culture or subculture in organizations (Lok et al., 2005; Hofstede, 1980). There are different approaches to the classification of subcultures in the literature. Quinn and Spreitzer (1991) stated that organizational culture; They stated that it consists of four subcultures: hierarchical culture, group culture, rational culture, and development culture. In this study, Quinn and Spreitzer's (1991) classification of organizational culture is taken as basis. In businesses with a DC, leaders are entrepreneurial and idealistic, willing to take risks, and have the ability to develop a vision for the future. Important motivational factors in DC are growth, encouragement, creativity, and diversity (Deshpande and Webster 1989). In businesses with a DC, employees are encouraged to take initiative and risk, and freedom within the organization is at the forefront (Dwyer et al., 2003).

In intercultural studies, Paternal Leadership (PL) has been found to be perceived at a higher level in countries such as China, Pakistan, India, the United States, and Turkey compared to Germany and Israel. In cultures where PL is dominant, there tends to be a focus on protecting those under one's responsibility while expecting loyalty in return (Aycan et al., 1999). Fatherly leadership behaviors encompass creating a family-like atmosphere in the workplace, fostering close and personalized relationships with subordinates, showing interest in their lives outside of work, expecting loyalty, and maintaining authority (Sinha, 1990; Redding and Hsiao, 1990; Aycan et al., 2000). Positive relationships have been observed between fatherly leadership and employees' perceptions of creative participation in organizations with a decentralized structure. In other words, if managers exhibit PL, it can be predicted that employee participation will increase, positively impacting their intrinsic motivation (IM). This study discusses these relationships within the framework of the proposed Model I. Similarly, under Model I, it is forecasted that job autonomy (JA) will positively influence employees' IM levels, with the expectation that employees who experience high JA will also exhibit higher IM.

Working with narcissistic leaders who are sensitive to criticism, dislike mentoring, and exhibit a competitive demeanor may lead employees to compromise themselves. These behaviors from the manager, who is seen as a representative of the organization, can cause employees to withdraw from their environment and even their jobs. Narcissistic leaders who seek control can eventually foster a sense of deprivation in employees. These emotional states can intensify negative feelings while working and harm employee well-being. Considering these factors, these relationships are examined within the framework of Model II proposed in this study. This study predicts that working with leaders exhibiting narcissistic personality traits will negatively impact individuals' IM and similarly diminish their JA, which fosters independence, success, and self-esteem.

Although previous research has explored the link between intrinsic motivation and both paternalistic and narcissistic leadership styles, these studies have typically examined each style in isolation. To date, little attention has been paid to how these two contrasting leadership approaches differentially influence motivation through specific mechanisms. This study addresses this gap by adopting a comparative perspective that simultaneously investigates the effects of paternalistic and narcissistic leadership on intrinsic motivation. Uniquely, we introduce two distinct mediating variables—job autonomy, representing an individual-level factor, and development culture, reflecting an organizational-level dynamic. By doing so, our model provides a more nuanced understanding of how leadership behaviors shape employee motivation through both organizational and individual-level pathways.

Therefore, our study aims to examine the relationship between PL, NL and IM and analyse the possible mediating effect of JA and DC. The aim of this study is to provide practical suggestions on how to improve future research opportunities by examining how PL and NL behaviours impact organisations and their employees.

2. Literature Review, Theoretical Model and Hypotheses Development

2.1 Paternalistic Leadership PL

Cheng et al. (2004) expanded the concept of "authoritarianism" by referring to the idea that paternalistic leadership is unquestionable about the authority and power of leaders, "benevolence," which refers to the idea that leaders prioritise the well-being of their employees; and "morality," which asserts that leaders maintain a high standard of moral integrity (Cheng et al., 2004). Considering the competencies in PL in this definition, it becomes clear that the leader must have solid emotional intelligence skills. Turkish culture, which is characterised by autocracy, persuasion,

curiosity about status, and cooperation, is more dominant than other cultures. Authoritarianism refers to the fact that the manager has absolute power over his followers and controls the actions of the audience by making all the decisions himself. Benevolence means the leader cares for his followers' private lives and health. Conversely, morality involves the leader being an excellent role model for his followers by exhibiting traits such as high moral values, civic behaviour, and honesty (Baltaş, 2015).

Studies on paternalistic leadership (PL) in Turkey reveal inverse relationships between PL and psychological intimidation (Soylu, 2011; Cerit, 2013). It is possible for individuals to have positive relationships with traditional family values and their managers' attitudes towards PL qualities. It has been observed that there are positive relationships between PL and employees' perceptions of creative participation (Kurt, 2015). In other words, it can be said that when managers exhibit PL, their participation in the business increases. Positive relationships have been found between PL behaviours and organisational citizenship behaviours (Rehman and Afsar, 2012; Gönç üet al., 2014; Şendođdu and Erresistancecelebi, 2014; Mete and Serin, 2015). However, it has been observed that PL has an effect on the emotional and continuation dimensions of organisational commitment (Erben and Güneşer, 2008). Likewise, it has been determined that PL is a precursor to employees' satisfaction with their managers and the nature of the work (Cerit, 2013). In Alabak's (2016) study, it was found that there are similarly related relationships between the PL behaviour perceived by the managers and the PL behavior perceived by the employees. At the same time, employees have endorsed this father-parent relationship by following the paternalistic leader's rules and showing high respect.

2.2 Narcissistic Leadership NL

Rosenthal and Pittinsky (2006) were the pioneers of the concept of "narcissistic leadership," asserting that individuals with narcissistic traits are primarily driven by personal gain. Such a leader typically anticipates admiration from peers, engages in self-praise, and demonstrates deficient empathetic abilities. Consequently, this behaviour cultivates a toxic work atmosphere, leading to employee demoralisation and a decline in performance.

Studies in the field of narcissism reveal that a healthy level of narcissism is an immune system that protects the person against changes in life and environmental conditions. Narcissism is also thought to be a mechanism that gives the person the necessary momentum to set challenging goals and achieve them. Although narcissism has been mostly associated with its negative features since Narcissus in Greek Mythology, there are also different perspectives on the concept. Narcissists are often driven by feelings of power and glory because they are domineering people (Maccoby, 2003). These people prefer leadership positions because they have a high level of control, status, and need for success (Gims ø 2014).

It has been argued that narcissistic leaders are potentially toxic for organizations because their insatiable need for success results a destructive manner and they put their own interests before those of their followers. Narcissistic leaders seek mostly recognition, use their skills to manipulate and intimidate people because they feel underqualified and blame others for their own failures (Hogan et al., 1990).

2.3 Intrinsic Motivation IM

IM occurs when a person finds an activity or job interesting and derives satisfaction directly from it. In contrast, extrinsic motivation (EM) refers to the external factors that influence an individual's satisfaction with their work, creating a link between the work performed and its satisfaction. IM derives satisfaction from the work itself, whereas EM relies on external factors, such as material or verbal rewards (Gagne and Deci, 2005). An intrinsically motivated person engages in an activity for the inherent pleasure it brings. For such individuals, what matters most is that the activity is engaging and enjoyable, rather than the presence of external rewards or pressure. From the moment they are born, individuals show innate curiosity and a desire to explore without needing outside motivation. This inherent drive is essential for their mental, social, and psychological growth. A person's knowledge and skills develop through experiences that resonate with their natural interests. The passion for trying new things, participating in activities, and expressing creativity persists beyond childhood. Nevertheless, a person's performance plays a vital role in their perseverance and overall well-being throughout their life (Ryan and Deci, 2000). A person who is intrinsically motivated participates in activities willingly, spurred by their own desire rather than external rewards or pressure (Deci et al., 1991).

2.4 Job Autonomy JA and Development Organizational DC

For employees to thrive in their careers, they require talent and competition, as well as a clear understanding of their professional requirements and the ability to make autonomous decisions in their roles (Öztürk, 2011). Individuals are more likely to be motivated to pursue the organisation's goals when they engage in meaningful work and feel a sense of control over their tasks (Hackman et al., 2015). JA gives employees substantial freedom and authority in planning,

executing, and choosing their methods (Saragih, 2011). Those with high levels of JA can determine when and how to complete their work, make judgments personally during the process, and feel responsible for their outcomes (Hackman and Oldham, 1976). Because of IM, JA directly impacts the developing sense of responsibility. This independence fosters a feeling of individual accountability for their responsibilities (Chelladurai, 1999). Moreover, JA empowers employees to organize and complete tasks with greater independence (Langfred and Moye, 2004). Hackman and Oldham (1976) noted that jobs outlined with autonomy tend to be more motivating than standard roles. Given that JA is a critical element in motivating employees, it is inherently connected to IM. Consequently, incorporating JA into job design empowers employees to drive their own motivation based on their work characteristics. Therefore, JA is widely recognised as crucial for enhancing employee IM (Dysvik & Kuvaas, 2011; Park & Lee, 2023; Nie et al., 2015).

Developmental culture is an externally oriented subculture based on the values of flexibility, including change, naturalness, openness, adaptability, and responsiveness (Quinn, 1988). It emphasises the values of flexibility in organisations, encourages open and diverse communication channels, supports loose and informal controls, and promotes the free flow of information across all hierarchical levels (Burns and Stalker, 1961). DC fosters a flexible organisational environment that encourages staff members during the organization's growth and resource acquisition. It centers on development, flexibility, and the external environment (Deshpande and Webster, 1989), with key elements of growth, resource acquisition, creativity, and adaptation to the external environment (Deshpande and Webster, 1989). DC is an organisational subculture based on growth, adaptability, innovation, and creativity (Burns and Stalker, 1961) that positively influences employee motivation to learn (Scott et al., 2003). Leaders in businesses dominated by developmental culture value entrepreneurship, idealism, risk-taking, vision development, and focus on acquiring additional external resources and maintaining transparency.

3. Theoretical Model and Hypotheses Development

PL, as explored in this study, presents a style that aligns well with the cultural framework within Turkish society. While often characterised as collectivist, Turkish culture also shows a strong tendency to avoid uncertainty and a significant power distance, with femininity as a prominent attribute (Hofstede 1980). In this setting, the ideal leader, often referred to as the "Turkish style" leader, is perceived as a paternal role model. Paternalistic values are highly regarded in Turkey, where society values and accepts PLs. The Leader-Member Interaction Theory (LMX) points out that the relationship between a leader and employees is not uniform, indicating that leaders engage differently with each team member (Dansereau et al., 1975). In this theoretical context, a PLs interactions with employees are particularly distinct, enabling these leaders to boost employee motivation through effective engagement.

Employees form positive connections with leaders who prioritize their well-being, provide fatherly support, and genuinely appreciate them. This nurturing approach fosters gratitude among employees, and collaborating with such leaders can enhance their IM (Tang and Naumann, 2015). Research with 260 bankers revealed that paternalistic leadership boosts employee motivation (Anwar, 2013). Furthermore, research on 126 employees revealed that PL significantly boosts motivation (Gözükara et al., 2022).

Although few studies highlight this connection, Rizaldi (2020) found that PL can positively influence intrinsic motivation. Similarly, research indicates that leaders who adopt kind and encouraging attitudes can effectively boost their employees' internal motivation, performance, and innovation (Gyamerah et al., 2022).

The empirical studies indicated a strong positive correlation between PL and IM. Considering the theoretical and empirical studies, the H1a hypothesis, developed within the scope of research model 1 in this study, posits that PL will positively impact employees' IM (see Figure 1).

H1a: PL affects IM. (Positive)

Furthermore, the role of JA as a mediating variable in the link between PL and IM will be explored. Hackman and Oldham (1976) suggest that jobs designed with autonomy tend to be more motivating than traditional roles. JA is crucial in motivating employees and links closely to IM. When autonomy is incorporated into job design, employees can find motivation through the nature of their tasks. Consequently, JA emerges as a crucial element impacting employees' IM.

JA includes the employee's freedom of action over his job, his free choices in planning and implementing while performing his work and taking responsibility for his job away from being constantly controlled (Schwalbe, 1985, p. 525). Among the findings obtained from previous studies are the positive effects of employees having JA (Saragih, 2011; Morgeson et al., 2005; Park and Searcy, 2012). In this respect, it is consistent with the literature to expect employees who have responsibility for how they can do their own work to achieve similar positive business outcomes (Dysvik and Kuvaas, 2011; De Spiegelaere et al., 2016).

Research indicates that leaders who offer greater autonomy to their subordinates enhance their performance and commitment levels (Kim, 2022). Gözükara and Şimşek (2016) assert that JA is a vital component of work engagement, particularly within the context of leadership. Furthermore, Humphrey et al. (2007) have demonstrated that the perception of JA correlates positively with performance, job satisfaction, engagement, and IM. Within the framework of research model 1, the H2a hypothesis posits that JA serves as a mediating factor in exploring the balance between supportive leadership and the drive that comes from within (see Figure 1).

H2a: JA mediates the relationship between PL and IM.

In their study, Akkoç et al. (2011) examined the role of leadership in fostering a DC and explored how work-family conflict influences innovative behaviours and employee motivation. Their findings revealed that a culture of development encourages innovative behaviour among employees and enhances overall performance. Likewise, Ogbonna and Harris (2000) examined the interplay among organizational cultures, leadership styles, and business performance in the UK. Their research found a favorable link among organizational cultures and performance outcomes.

Prajogo and McDermott (2011) conducted an investigation into the connection among various facets of organizational culture and performance, with particular emphasis on the sub-dimensions of both variables. The results indicated a robust positive correlation between DC and both product development and the enhancement of business processes. Similarly, Akkoç et al. (2012) explored how DC influences employee motivation among 346 workers in the software industry, emphasizing the mediating role of trust. Their analysis indicated that DC significantly impacts business performance, with employee motivation playing a crucial role in this relationship.

Jacobs et al. (2013) investigated how organizational culture relates to hospital performance. Their findings suggest that hospitals with a robust cultural framework tend to perform better. Tseng and Lee (2009) discovered that leaders within a rational culture prioritize innovation, while both developmental and rational cultures positively influence organizational performance, employee relations, and engagement.

In their 2020 research, Çalışkan and Kater examined how organizational culture and its subdimensions—developmental, rational, group, and hierarchical cultures—affect organizational performance. They also explored the mediating role of the organizational learning climate in these relationships. Their findings revealed significant positive correlations among organizational culture, performance, and the learning climate, which was found to have a mediating role in these dynamic connections.

Research shows that organizational culture and its subcultures greatly affect employee motivation and job performance. It is anticipated that positive connections will be formed among DC, rational culture, openness to organizational change, and motivation. In the H3a hypothesis developed within the scope of Model 1 to test these connections grounded in theory and empirical studies, it is argued that DC serves a mediating role. The H3b hypothesis within the scope of Model 2 argues that DC plays a mediating role between NL and IM (Figure 1).

H3a: The DC exerts a mediating influence on the relationship PL vs. IM.

H3b: The DC exerts a mediating influence on NL vs. IM.

There are many factors that affect the motivation of individuals in working life. One of these factors is leadership. NL, which is predicted to negatively impact employees' motivation, emphasises that NLs have some negative psychological effects on employees working together, especially considering their negative characteristics (Asrar-ul-Haq and Anjum, 2020). Working with selfish leaders who prioritise their own interests, exhibit destructive competitive attitudes and cannot be easily communicated with can cause mental and psychological fatigue. For employees who spend almost half of the day in their workplaces, working in an environment where they are happy is an important condition for overall life satisfaction (Fisher, 2010), while being happy in the workplace has a strong relationship with leader support (Alparslan et al., 2020).

In this context, narcissistic leaders' attitudes and behaviours that prioritise their own interests in an exaggerated way, their approach that ignores the interests of others, and their management style that is closed to suggestions at the point of information exchange and participation in decisions can negatively affect the general mood of the employees and harm the motivation of the employees. Employees who cannot make progress, especially due to the approach that hinders the self-realisation of the employees, will not feel psychologically satisfied. Such leaders, who do not give autonomy to employees in doing business, can also be an obstacle to motivation. Based on these considerations, the H1b and H2b hypotheses developed within the scope of Model 2 are proposed as follows (Figure 1).

H1b: NL tends to have a negative impact on IM.

H2b: JA serves as a mediating factor in NL vs. IM.

4. Methodology

This study was conducted with 218 employees from non-profit organizations in Istanbul. Questionnaires were distributed using a random sampling method to employees of Foundation Universities. Boomsma (1985) states that a minimum sample size of 200 is necessary for the Structural Equation model, and this study successfully included 218 participants (Boomsma, 1985: 241). Table 1 displays the demographic distributions of participants.

Table 1. Demographic Characteristics

Category		n	%
Gender	Female	126	57,8
	Mail	92	42,2
Age	60-78	6	2,8
	45-59	42	19,2
	44-25	167	76,6
	24 and above	3	1,4
Education	High school	36	16,5
	Undergraduate	93	42,7
	Graduate	89	40,8
Squad status	Academic staff	58	26,6
	Administrative staff	160	73,4
Your current length of employment	Less over a year	65	29,8
	1-3 years	36	16,5
	4-6 years	54	24,8
	7-9 years	30	13,8
	10 + years	33	15,1

4.1 Models and Development of Hypotheses

This study examines the impact of two different leadership styles: PL, commonly found in Turkey, which is marked by its supportive and protective nature, and NL, defined by self-absorption and a desire for admiration, showcasing contrasting behavioural patterns. The models proposed in the study are given in Figure 1.

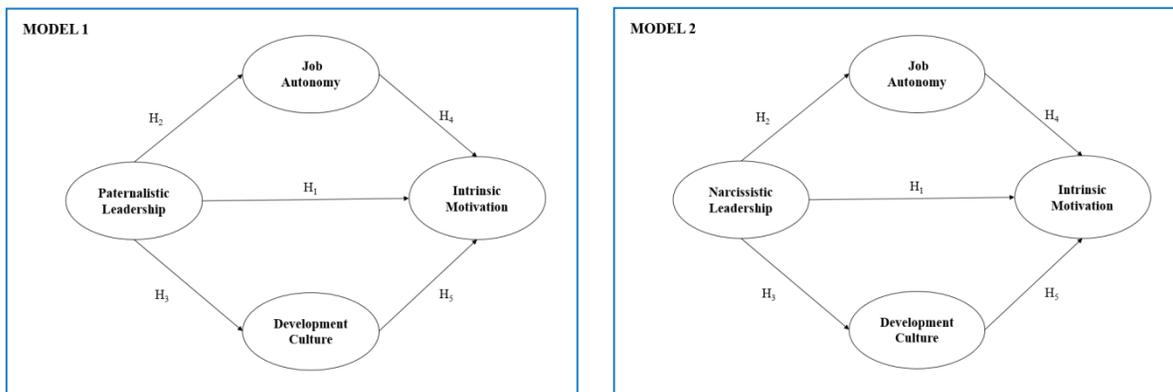


Figure 1. Models utilized in the research

The research models consist of the following scales:

The PL scale is a one-dimensional measure comprised of 10 items. Examples include: "Acts like a senior family member (parent or elder sibling) to employees" and "Values employee loyalty more than performance." Responses were rated on a five-point Likert scale, ranging from 1 = Never to 5 = Always (Aycan et al., 2013). In our research, the reliability coefficient for the paternalistic leadership scale, as measured by Cronbach's Alpha, was determined to be 0.931.

The NL scale has 16 items. It was first introduced by (Ames et al., 2006) and adapted into Turkish culture by Atay in 2009, it offers valuable insights. The original study reported a reliability coefficient of $\alpha = .670$ for the 16-item Narcissistic Personality Inventory (NPI) short form, while Atay's adaptation showed $\alpha = .627$. Items include statements like "He believes he is a good person" and "He enjoys power over others" (Atay, 2009). Our research calculated the Cronbach alpha reliability coefficient for the NL scale at 0.942. Due to the reliability analysis performed on the research data, two items were removed from the analysis. This resulted in item collection categorized by a single factor: Leadership/Authority, Self-Sufficiency/Self-Concern, Superiority/Grandiosity, and Exploitation/Assertiveness.

Guay et al., (2000) adapted the Intrinsic Motivation Tool to Turkish by Özdemir et al., (2020) and cultural compatibility was realized. The scale is five-point Likert and consists of four items with a Cronbach Alpha reliability coefficient of 0.919.

The Job Autonomy scale, developed by Ilardi et al. in 1993, consists of 21 items that evaluate three intrinsic employee needs: autonomy, competence, and relatedness. This study focused on a specific subscale measuring autonomy. Participants rated seven items from this subscale on a five-point scale, ranging from strongly disagree to strongly agree. The Cronbach Alpha reliability coefficient for the autonomy sub-dimension was found to be 0.86.

The Development Culture scale, comprising 8 items created by Quinn (1988) and utilized by Tseng and Lee (2009), has a Cronbach alpha reliability coefficient of 0.73. This scale was assessed through a five-point Likert scale (Tseng & Lee, 2009), yielding a Cronbach alpha reliability coefficient of 0.933.

The Cronbach Alpha reliability coefficient exceeds 0.70 for all scales, indicating high reliability across the board.

5. Results of the Measurement Model

The variables' measurement models were evaluated using AMOS 22.0 software and the Maximum Likelihood estimation method. Initially, measurement models for each variable were analysed, with results displayed in Table 2. The goodness of fit values is reported to range from good to acceptable (Bayram, 2013). Convergent validity measures how closely related various indicators of the same construct are. To determine convergent validity, evaluating the factor loadings, composite reliability (CR), and average variance extracted (AVE) for these indicators is essential. These metrics can range from 0 to 1, with the AVE needing to exceed 0.50 for sufficient convergent validity. Furthermore, the composite reliability should surpass the average variance extracted ($CR > AVE$) (Hair et al., 2014). On the other hand, even if the AVE is below 0.50, convergent validity can still be regarded as fulfilled if the CR exceeds 0.60. It is seen in Table 2 that the proposed research model parameters provide validity and that the measurement variables are available. In order to check the discriminant validity of measurement models, the Fronell-Larcker criterion is commonly used. It is necessary that the square root of the average variance extracted by a construct be greater than the correlation between the construct and any other construct. In order for discriminant validity to be established, this condition must be satisfied.

Table 2. Model Outcomes*

	CMIN	DF	CMIN/DF	RMSEA	CFI	GFI	AVE	CR
PL	54.289	29	1.872	.063	.983	.951	.55	.92
NL	159.556	68	2.346	.079	.957	.905	.53	.94
IM	4.805	2	2.402	.080	.996	.989	.75	.92
DC	31.593	14	2.257	.076	.987	.965	.61	.92

* The Job Autonomy variable, comprised of three items, has a degree of freedom of 0, preventing the program from calculating it.

Table 3. Correlation Statistics of the Scales and Discriminant Validity (Model 1)

	(1)	(2)	(3)	(4)
(1) PL	.741^{***}			
(2) JA	.334 ^{**}	.820^{***}		
(3) IM	.245 ^{**}	.313 ^{**}	.865^{***}	
(4) DC	.488 ^{**}	.361 ^{**}	.471 ^{**}	.780^{***}

^{**}The correlation is significant at the 0.01 level (two-tailed).

Table 4. Correlation Statistics of the Scales and Discriminant Validity (Model 2)

	(1)	(2)	(3)	(4)
(1) NL	.727^{***}			
(2) JA	-.247 [*]	.820^{***}		
(3) IM	-.135 [*]	.313 ^{**}	.865^{***}	
(4) DC	-.223 ^{**}	.361 ^{**}	.470 ^{**}	.780^{***}

^{*}The correlation attains statistical significance at the 0.05 level (two-tailed).

^{**}The correlation yields statistical significance at the 0.01 level (two-tailed).

^{***}As can be seen from Tables 3 and 4, the AVE estimates are more significant than the squared correlations in these tables.

5.1 EFA and CFA Analyses of Models

Exploratory factor analysis (EFA) of the scales used within the scope of the proposed models was performed by varimax rotational principal components analysis. It was understood that all items were loaded above 0.5 in their own factors. It is understood that the scales used within the framework of the proposed model can be used together. Then, all scales were subjected to confirmatory factor analysis (CFA) and fit indices were calculated for both models. The calculated fit index was found to be within the acceptable limit (Table 5).

Table 5. Model Fit Index

Model parameters	Model-1	Model-2	Recommended Value
	Resultant Value		
CMIN/DF	1.6	1.7	$\leq 3.00^a$
GFI	.871	.838	$\geq 0.90^b$
RMSEA	.055	.061	$\leq 0.08^d$
NFI	.898	.862	$\geq 0.95^c$
CFI	.961	.942	$\geq 0.90^b$

^aCarmines et al. 1981. ^bHair et al. 2014. ^cBlunch, 2012. ^dBayram, 2013.

5.2 Hypothesis Test Results

Structural equation modelling (SEM) was employed to test the hypotheses. This method validates the compatibility of the research model and allows for the evaluation of causal relationships. The standardized beta coefficients (β) represent the path coefficients in the structural model (Tobbin, 2010).

Figure 2 illustrates that PL has a strong positive impact on DC ($\beta=0.53, p<0.001$) and JA ($\beta=0.38, p<0.001$).

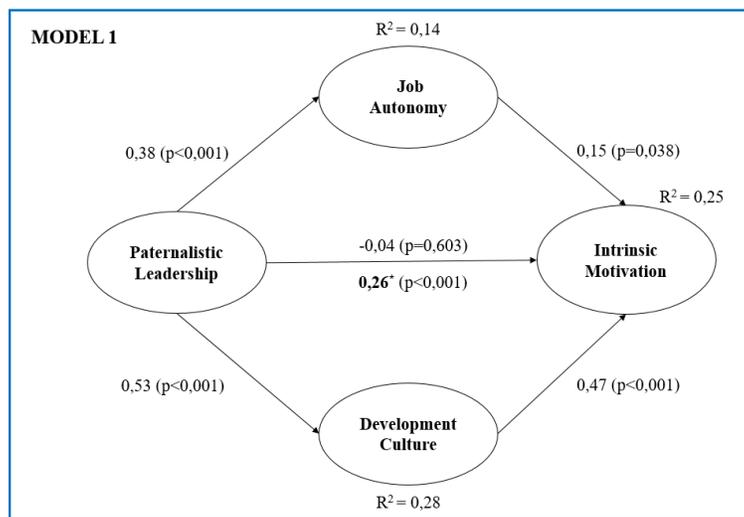


Figure 2. Results of Model 1

*Not include mediators

As illustrated in Model 1, PL demonstrates an explanatory power of 14% ($R^2 = 0.14$) in relation to JA and 28% ($R^2 = 0.28$) in relation to DC. Collectively, the variables PL, JA, and DC account for 25% of the variance observed in IM.

Table 6. Results of Model 1

	Model-1	Model-2	Model-3 (Mediating role)
PL → IM	0,26 (p<0,001)		-0,04 (p=0,603)
PL → JA		0,23 (p=0,003)	0,38 (p<0,001)
PL → DC		0,54 (p<0,001)	0,53 (p<0,001)
JA → IM			0,15 (p<0,038)
DC → IM			0,47 (p<0,001)
Model fit values	Model 1	Model 2	Model 3
CMIN/df	1,721	1,441	1,600
CFI	0,978	0,971	0,963
IFI	0,978	0,971	0,971
RMSEA	0,058	0,045	0,053

The initial two models in Table 6 are noteworthy. However, in the third model, where mediator variables are incorporated, the influence of PL on IM diminishes significantly. This indicates that PL does not directly impact IM. Instead, the factors of JA and DC serve as mediators in the relationship between PL and IM.

Figure 3 reveals a troubling truth. Our findings show that NL adversely influences JA ($\beta = -0.29$ ($p < 0.001$)) and DC ($\beta = -0.26$ ($p < 0.001$)). These results highlight serious concerns regarding the detrimental effects of these leadership styles in organizations.

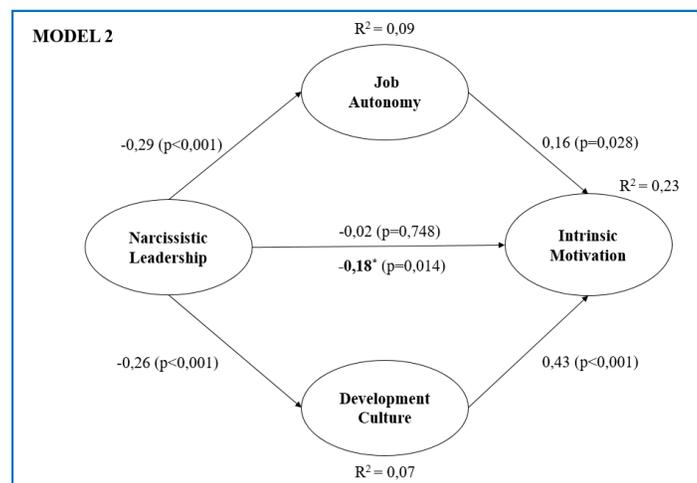


Figure 3. Results of Model 2

*Not include mediators

Model 2 indicates that NL contributes 9% to JA ($R^2=0.09$) and 7% to DC ($R^2=0.07$). In total, NL, JA, and DC account for 23% of IM. This underscores the interconnections and effects these factors have on workplace motivation.

Table 7. Results of Model 2

	Model-1	Model-2	Model-3 (Mediating role)
NL → JA	-0,18 (p=0,014)		-0,02 (p=0,748)
NL → JA		-0,29 (p<0,001)	-0,29 (p<0,001)
NL → DC		-0,26 (p<0,001)	-0,26 (p<0,001)
JA → JA			0,16 (p<0,028)
DC → IM			0,43 (p<0,001)
Model Fit Values	Model 1	Model 2	Model 3
CMIN/df	2,162	2,040	1,933
CFI	0,948	0,930	0,928
IFI	0,949	0,930	0,929
RMSEA	0,073	0,069	0,066

Table 7 demonstrates that the first and second models exhibit statistical significance. However, upon the introduction of mediator variables in the third model, the relationship between NL and IM loses its significance. Consequently, one can conclude that NL does not exert a direct influence on IM; rather, this relationship is mediated by JA and DC.

This research examines the impact of JA and DC on employees' internal motivation, particularly among leaders exhibiting paternalistic and narcissistic characteristics. Model 1 (PL) indicates a positive and significant effect on both JA and DC, whereas Model 2 (NL) shows a negative and significant influence on these factors. The mediating roles of IM and DC were evaluated using the AMOS 22.0 software, demonstrating that JA and DC act as mediators in both models.

6. Discussion

For the past 70 years, research has focused on various leadership types, their outcomes, and connections to other factors. Scholars persistently highlight the importance of examining how different leadership styles relate to IM. Certain leadership styles are regarded as beneficial, whereas others are linked to adverse outcomes (Xue et al., 2022; Dunst et al., 2018).

The paternalistic leader safeguards, supports, and directs individuals, while employees display loyalty and respect toward their leader (Yeşiltaş, 2013). Turkish society, in particular, is noted for its respect and allegiance to leaders who exhibit paternalistic qualities, suggesting that this leadership style is well-suited to the cultural context of Turkey (Pellegrini and Scandura, 2008). While countries like those in Latin America, East Asia, and the Middle East—including Turkey—view the paternalistic understanding positively, Western societies tend to see this phenomenon negatively since they evaluate it solely through the lens of "authoritarian leadership" (Niu et al., 2009). The main reason for this is that Eastern cultures tend to exhibit more collectivist characteristics and greater power distance than cultures within Western society. Therefore, it can be said that the understanding of paternalism has greater applicability in cultures characterized by collectivist values and a wider power distance. Considering that the social culture in Turkey aligns with these qualities, it can also be stated that the paternalistic approach is present in

Turkey as well. Since paternalism is viewed as a phenomenon that limits the rights and freedoms of individuals in individualistic Western societies, it is often perceived negatively, akin to authoritarianism in Western literature. This phenomenon includes elements like generosity, goodwill, protection, discipline, and control. Reconciling such conflicting values is challenging for Western scholars, and their responses to paternalism have, unsurprisingly, been largely negative (Aycan, 2001). Many assert that paternalistic leadership is unavoidable in Turkish culture, and indeed, it is viewed positively. In Turkey, addressing employees' personal issues is deemed a crucial and effective aspect of leadership (Erben and Ötken, 2004). A review of the literature reveals that paternalistic leadership distinctly characterizes leadership studies in Eastern societies, differing from the approaches found in Western cultures (Cerit, 2013).

Hatipoğlu et al. (2019) discovered that enhancing employees' views on PL resulted in increased productivity and emotional commitment. This result is corroborated by Rizzaldi's (2020) research, which found that PL positively impacts employee motivation. The essence of PL encompasses sacrifice, love, and protectiveness, characterised by making decisions beneficial for others at the cost of personal desires and interests. Conversely, narcissistic leaders are perceived as individuals who pursue self-promotion, exhibit a deficiency in empathy, and display significant levels of arrogance. In Eastern cultures characterized by elevated power distance and collectivism, including Pakistan, China, and Turkey, Aycan et al. (2013) identified a notable prevalence of paternalistic traits.

As a result, PL is thought to influence employees and positively improve their organizational performance. The results of the analysis show that there is a strong and positive relationship between PL and IM; in particular, employees under a paternalistic manager tend to have higher IM experience. This result is in line with previous research highlighting the link between PL and IM (Anwar, 2013; Gözükara et al., 2022). These views stem from research conducted in Turkey and contribute to studies on PL that are considered to be suitable for Turkish society. It is thought that the absence of a study examining the direct effect of PL on the variables of work autonomy and development culture in the literature will fill the gap in this field.

Research exploring the impact of narcissism in organizations has highlighted connections between narcissism and various factors, including performance, productivity, job satisfaction, motivation, and workplace deviance (Atay, 2009). The literature also examines both the positive and negative implications of narcissistic traits in leaders and managers who play crucial roles in organizations, significantly affecting employees. One study noted the positive attributes of narcissistic leaders, indicating they possess a compelling vision, which makes them appear more charismatic. Additionally, traits like ambition, boldness, courage, risk-taking, and self-confidence tied to narcissism also contribute to their influence, serving as key elements in effective leadership (Galvin et al., 2010:511). Furthermore, research has indicated that narcissistic individuals can boost group creativity (Goncalo et al., 2010:1486) and that dominance and extroversion positively impact the performance of companies in volatile business environments (O'Reilly et al., 2014:221).

Studies on the negative traits of narcissistic leaders highlight their tendency to see themselves as paramount, admire their own qualities, and inflate their accomplishments. These leaders often become consumed by dreams of power and success, struggle with accepting criticism, and show an unwillingness to compromise (Resick et al., 2009:1367). Research indicates that narcissistic leaders evaluate information in a self-serving, biased manner (Morf & Rhodewalt, 2001:188), manipulate situations to safeguard their image (Reina et al., 2014:961), and exploit their subordinates as tools to achieve their interests in a Machiavellian manner (Paunonen et al., 2006:476). In conclusion, while narcissistic leaders can be psychologically healthy, confident, and effective, those exhibiting pathological or maladaptive narcissism are likely to alienate their followers (Paunonen et al., 2006:476).

Consequently, this study reveals that narcissistic leadership (NL) adversely impacts employees and diminishes their performance within the organization. The analysis results indicate a negative correlation between NL and intrinsic motivation (IM); specifically, employees supervised by narcissistic managers often report lower levels of IM. Additionally, when job autonomy (JA) and decision-making control (DC) are included in the model as mediators, they positively influence IM, with DC having the greatest effect on it.

In this study, the individual factor of JA and the institutional aspect of DC function as mediating variables. JA is essential as the primary intermediary in this relationship, as granting employees control over their tasks strengthens their commitment to their objectives. JA is widely acknowledged to enhance IM, a conclusion supported by several studies (Shalley et al., 2004; Dysvik and Kuvaas, 2011; Nie et al., 2015). Moreover, DC encompasses the organizational ethos that prioritises new ideas and creativity. Organizational innovation enhances performance and motivation. This study explores the mediation roles of JA and DC in the relationship between PL, NL styles, and IM. By analyzing these two variables and introducing a mediating factor, it significantly contributes to the theoretical

framework (Colquitt and Zapata-Phelan, 2007). This research model aims to deepen our theoretical understanding of these dynamics. The findings show that JA and DC mediate the connection between PL and NL and their effect on IM. Specifically, employees whose IM increases due to PL are more likely to engage in behaviors that reflect JA and foster a growth-oriented culture.

7. Conclusion

This study examines two different models to assess how PL and NL affect IM. Both models include JA and DC as mediators. In the first model, PL significantly positively affects IM through JA and DC. In contrast, NL shows a notable negative effect through these mediators.

The research findings indicate that paternalistic leadership perception significantly ($p=0.001$) and positively (0.26) affects intrinsic motivation, supporting the H1a hypothesis. In addition, as suggested in the H2a and H3a hypotheses, job autonomy and development culture mediate this relationship. Namely, intrinsic motivation increases as employees develop the belief that their leaders exhibit paternalistic personality traits. In the positive effect of the paternalistic personality traits of the leaders on intrinsic motivation, job autonomy and development culture act as a buffer, and an increase in intrinsic motivation occurs. This proposition represents the hypotheses developed within the scope of model 1 of the research and is confirmed by the findings obtained.

As a result of the analysis, the perception of narcissistic leadership has a significant ($p=0.014$) and negative (-0.18) effect on intrinsic motivation, as claimed in the H1b hypothesis of the research. In addition, as suggested in the H2b and H3b hypotheses, job autonomy and development culture mediate this relationship. As employees develop the belief that their leaders exhibit narcissistic personality traits, employees' intrinsic motivation decreases. Job autonomy and development culture act as a buffer in the negative effect of narcissistic personality traits of their leaders on intrinsic motivation, and a decrease in intrinsic motivation occurs. This proposition represents the hypotheses developed within the scope of model 2 of the research and is confirmed by the findings obtained.

The present study presents a number of conceptual and practical contributions to the literature on paternalistic and narcissistic leadership behavior styles.

First of all, paternalistic leadership enhances employees' intrinsic motivation through development culture and job autonomy. Leaders play an important role in ensuring that employees are autonomous in their work and that the organization has a culture of development. By adopting a more paternalistic approach, managers in Turkey can better inspire their employees and promote organizational citizenship behaviors. Consequently, it's essential for managers to embrace paternalistic leadership, as it resonates with Turkish societal values. Furthermore, both public and private organizations should establish training programs aimed at refining managers' leadership skills. Specifically, it is essential for managers to understand paternalistic leadership, as it aligns well with Turkish culture.

Second, considering that narcissistic leaders use power based on their position to achieve personal goals such as asserting their own superiority or gaining admiration, it is an obvious fact that the leader's goal is to serve himself. Therefore, when these selfish behaviors take an exploitative form, they can harm the other party. The first finding from this study supports this idea and confirms the negative effect of narcissistic attitudes and behaviors on intrinsic motivation. However, since keeping intrinsic motivation high in workplaces where long periods of time are spent will also positively affect the time spent outside of work, it is very valuable to work with managers who can maintain one's intrinsic motivation or at least protect their existing psycho-social resources.

Third, as motivated leaders desire to work with employees, it's critical for organizations to have a development culture based on growth, adaptability, innovation, and creativity (Burns and Stalker, 1961) that positively influences employee motivation to learn (Scott et al., 2003). This culture also helps to attract talented people to the organization. Achieving long-term and sustainable development culture requires the top management to understand the importance of its existence.

In addition to having a development culture, autonomy (JA) plays a significant role in a person's motivation and empowers employees to take initiative in their professional lives. Organizations must ensure that employees have job autonomy for their work.

7.1 Implications and Limitations

The findings indicate that an organization's culture influences how leadership styles impact employees. First-degree managers do not solely influence development culture and job autonomy; top management must coordinate with mid-level managers by implementing performance systems from the top down and creating environments that allow employees to assess their managers. This approach promotes a better job-person fit by considering candidates' internal

motivations. Senior leadership should develop human resource policies, communicate a clear vision, and establish a positive example for other managers levels.

This research centers on non-profit organizations in Istanbul and sets the stage for engaging future studies. It also explores factors like organizational commitment, employee engagement, generational differences, and external motivational tools, which can greatly enhance our comprehension of this dynamic.

Acknowledgments

We would like to express our sincere gratitude to all the participants who took part in this research. Their valuable contributions and insights were essential to the completion of this study.

Authors' contributions

All authors contributed equally to the conception, design, data collection, analysis, and interpretation of the study. They jointly drafted the manuscript, critically revised it for important intellectual content, and approved the final version for submission. All authors agree to be accountable for all aspects of the work and affirm that they have contributed substantially and equally to this research.

Funding

This research was not funded.

Competing interests

Sample: The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Informed consent

Obtained.

Ethics approval

The Publication Ethics Committee of Sciedu Press.

The journal and publisher adhere to the Core Practices established by the Committee on Publication Ethics (COPE).

Provenance and peer review

Not commissioned; externally double-blind peer reviewed.

Data availability statement

The data that support the findings of this study are available on request from the corresponding author. The data are not publicly available due to privacy or ethical restrictions.

Data sharing statement

No additional data are available.

Open access

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>).

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

References

- Akbulut, D., & Yavuz, E. (2022). Toxic Leadership Behavior in Organizations: Descriptive Content Analysis. *International Journal of Leadership Studies: Theory and Practice*, 5(2), 107-122. <https://doi.org/10.52848/ijls.1097752>
- Akkoç, İ., & Erdoğan, B. Z. (2011). The impact of organizational structure and leadership on business performance. *Çağ University Journal of Social Sciences*, 8(1), 79-108.

- Akkoç İ., Çalışkan, A., & Turunç Ö. (2012). The effect of development culture and perceived organisational support to the job satisfaction and job performance: the mediating role of trust. *Journal of Management and Economics*, 19(1), 105-135.
- Alabak, M. (2016). Paternalistic leadership in Turkey: its relationship with organizational identification, work-group identification, supervisor identification and organizational citizenship behaviors. *PhD diss.*, Bilkent University.
- Alparslan, A. M., Kıran, F., Kılıç Aksoy, Ş., & Pehlivan, D. (2020). Scenario research on the leadership styles expected from unhappy managers. *Sakarya University Journal of Business Institute*, 2(2), 65-72. <https://doi.org/10.47542/sauied.807122>
- Ames, D. R., Rose, P., & Anderson, C. P. (2006). The NPI-16 as a short measure of narcissism. *Journal of research in personality*, 40(4), 440-450. <https://doi.org/10.1016/j.jrp.2005.03.002>
- Anwar, H. (2013). Impact of paternalistic leadership on employees' outcome—A study on the banking sector of Pakistan. *IOSR Journal of Business and Management*, 7(6), 109-115. <https://doi.org/10.9790/487X-076109115>
- Asrar-ul-Haq, M., & Anjum, T. (2020). Impact of narcissistic leadership on employee work outcomes in banking sector of Pakistan. *Future Business Journal*, 6(1), 1-9. <https://doi.org/10.1186/s43093-020-00040-x>
- Atay, S. (2009). Standardization of the Narcissistic Personality Inventory into Turkish. *Gazi University Journal of the Faculty of Economics and Administrative Sciences*, 11(1), 181-196.
- Aycan, Z. (2001). Paternalism: three empirical studies of the understanding of management and leadership. *Journal of Management Research*, 1(1), 11-31.
- Aycan, Z., Kanungo, R. N., & Sinha, J. B. P. (1999). Organizational culture and human resource management practices: The model of culture fit. *Journal of cross-cultural psychology*, 30(4), 501-526. <https://doi.org/10.1177/0022022199030004006>
- Aycan, Z., Kanungo, R. N., Mendonca, M., Yu, K., Deller, J., Stahl, G., & Kurshid, A. (2000). Impact of culture on human resource management practices: A 10-country comparison. *Applied Psychology*, 49(1), 192-221. <https://doi.org/10.1111/1464-0597.00010>
- Aycan, Z., Schyns, B., Sun, J. M., Felfe, J., & Saher, N. (2013). Convergence and Divergence of Paternalistic Leadership: A Cross-Cultural Investigation of Prototypes. *Journal of International Business Studies*, 44(9), 962-969. <https://doi.org/10.1057/jibs.2013.48>
- Bakan, İ., & Yılmaz, Y. S. (2019). The effect of toxic leadership on burnout: a field study. Kahramanmaraş Sütçü İmam University. *Journal of the Faculty of Economics and Administrative Sciences*, 9(2), 1-12.
- Baltaş, A. (2015). *Managing in Turkish Culture* (8th ed.). Remzi Bookstore, Istanbul.
- Bayram, N. (2013). *Introduction to Structural Equation Modeling*. Bursa: Ezgi Bookstore.
- Blunch, N. J. (2012). *Introduction to Structural Equation Modeling Using IBM SPSS Statistics and AMOS*. Newcastle upon Tyne: Sage. <https://doi.org/10.4135/9781526402257>
- Boomsma, A. (1985). Nonconvergence, improper solutions, and starting values in LISREL maximum likelihood estimation. *Psychometrika*, 50, 229-242. <https://doi.org/10.1007/BF02294248>
- Burns, T., & Stalker, G. M. (1961). *The Management of Innovation*. Tavistock Publications, London.
- Çalışkan, A., & Kater, S. F. (2020). A study on the effect of organisational culture on organisational performance and the mediating role of organisational learning climate in Mersin Industrial Park enterprises. *Toros University Journal of Social Sciences*, 7(12), 170-198.
- Carmines, E. G., McIver, J. P., Bohrnstedt, G. W., & Borgatta, E. F. (1981). *Analyzing models with unobserved variables*. In *Social Measurement: Current Issues*, edited by George W. Bohrnstedt & Edgar F. Borgatta. Beverly Hills: Sage, pp. 65-115.
- Cerit, Y. (2013). The relationship between paternalistic leadership and satisfaction with the manager and the nature of the work. *Ondokuz Mayıs University Journal of Education Faculty*, 31(2), 35-56. <https://doi.org/10.7822/egt11>
- Chelladurai, P. (1999). *Human resource management in sport and recreation*. Champaign, Illinois: Human Kinetics.
- Cheng, B. S., Chou, L. F., Wu, T. Y., Huang, M. P., & Farh, J. L. (2004). Paternalistic leadership and subordinate responses: establishing a leadership model in Chinese organizations. *Asian Journal of Social Psychology*, 7(1), 89-117. <https://doi.org/10.1111/j.1467-839X.2004.00137.x>

- Colquitt, J. A., & Zapata-Phelan, C. P. (2007). Trends in theory building and theory testing: A five-decade study of the Academy of Management Journal. *Academy of Management Journal*, 50(6), 1281-1303. <https://doi.org/10.5465/amj.2007.28165855>
- Dansereau, F. J., Graen, G., & Haga, W. J. (1975). A Vertical Dyad Linkage Approach to Leadership within Formal Organizations: A Longitudinal Investigation of the Role-Making Process. *Organisational Behaviour and Human Performance*, 13, 46-78. [https://doi.org/10.1016/0030-5073\(75\)90005-7](https://doi.org/10.1016/0030-5073(75)90005-7)
- De Spiegelaere, S., Gyes, G. V., & Hootegeem, G. V. (2016). Not all autonomy is the same. Different dimensions of job autonomy and their relation to work engagement & innovative work behavior. *Human Factors and Ergonomics in Manufacturing & Service Industries*, 515-527. <https://doi.org/10.1002/hfm.20666>
- Deci, E. L., Vallerand, R. J., Pelletier, L. G., & Ryan, R. M. (1991). Motivation and education: The self-determination perspective. *Educational Psychologist*, 26(3-4), 325-346. <https://doi.org/10.1080/00461520.1991.9653137>
- Deshpande, R., & Webster, Jr. F. E. (1989). Organizational Culture and Marketing: Defining the Research Agenda. *Journal of Marketing*, 53, 3-15. <https://doi.org/10.1177/002224298905300102>
- Dündar, S., Özutku, H., & Taşpınar, F. (2007). The Effect of Intrinsic and Extrinsic Motivation Tools on Employee Motivation: An Empirical Review. *Gazi University Journal of Trade and Tourism Education Faculty*, (2), 105-119.
- Dunst, C. J., Bruther, M. B., Hamby, D. W., Howse, R., & Wilkie, H. (2018). Meta-Analysis of the Relationships between Different Leadership Practices and Organizational, Teaming, Leader, and Employee Outcomes. *Journal of International Education and Leadership*, 8(2).
- Dwyer, S., Richard, O. C., & Chadwick, K. (2003). Gender diversity in management and firm performance: The influence of growth orientation and organizational culture. *Journal of Business Research*, 56(12), 1009-1019. [https://doi.org/10.1016/S0148-2963\(01\)00329-0](https://doi.org/10.1016/S0148-2963(01)00329-0)
- Dysvik, A., & Kuvaas, B. (2011). Intrinsic motivation as a moderator on the relationship between perceived job autonomy and work performance. *European Journal of Work and Organizational Psychology*, 20(3), 367-387. <https://doi.org/10.1080/13594321003590630>
- Erben, G. S., & Güneşer, A. B. (2008). The relationship between paternalistic leadership and organizational commitment: Investigating the role of climate regarding ethics. *Journal of Business Ethics*, 82(4), 955-968. <https://doi.org/10.1007/s10551-007-9605-z>
- Erben, G. S., & Ötken, A. B. (2014). The role of work-life balance in the relationship between paternalistic leadership and work-related happiness. *Journal of Management and Economics Research*, 12(22), 103-121.
- Ersari, G., & Naktiyok, A. (2012). The Role of Stress Fighting Techniques in Employee's Intrinsic and Extrinsic Motivation. *Journal of Atatürk University Institute of Social Sciences*, 16(1), 81-101.
- Esser, I., & Olsen, K. M. (2012). Perceived Job Quality: Autonomy and Job Security Within a Multi-Level Framework. *European Sociological Review*, 28(4), 443-454. <https://doi.org/10.1093/esr/jcr009>
- Fisher, C. D. (2010). Happiness at work. *International Journal of Management Reviews*, 12(4), 384-412. <https://doi.org/10.1111/j.1468-2370.2009.00270.x>
- Gagne, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26(4), 331-362. <https://doi.org/10.1002/job.322>
- Galvin, B. M., Waldman, D. A., & Balthazard, P. (2010). Visionary communication qualities as mediators of the relationship between narcissism and attributions of leader charisma. *Personnel Psychology*, 63, 509-537. <https://doi.org/10.1111/j.1744-6570.2010.01179.x>
- Gimsø, C. E. (2014). Narcissus and Leadership Potential: The Measurement and Implications of Narcissism in Leadership Selection Processes. *Series of Dissertations 4/2014*, Oslo: BI Norwegian Business School.
- Goncalo, J., Francis, F., & Sharon, K. (2010). Are Two Narcissists Better Than One? The Link Between Narcissism, Perceived Creativity, and Creative Performance. *Personality & Social Psychology Bulletin*, 36, 1484-95. <https://doi.org/10.1177/0146167210385109>
- Göncü, A., Aycan, Z., & Johnson, R.E. (2014). Effects of paternalistic and transformational leadership on follower outcomes. *International Journal of Management and Business*, 5(1), 36-58.

- Gözükara, İ., & Simsek, Ö. F. (2016). Role of leadership in employees' work engagement: Organizational identification and job autonomy. *International Journal of Business and Management*, 11(1). <https://doi.org/10.5539/ijbm.v11n1p72>
- Gözükara, İ., Çolakoğlu, N., & Hatipoğlu, Z. (2022). The mediating role of employee motivation in the effect of paternalistic leadership on organisational creativity. In *IAI Academic Conference Proceedings*.
- Guay, F., Vallerand, R. J., & Blanchard, C. (2000). On the assessment of situational intrinsic and extrinsic motivation: The Situational Motivation Scale (SIMS). *Motivation and Emotion*, 24, 175-213. <https://doi.org/10.1023/A:1005614228250>
- Gyamerah, S., He, Z., Asante, D., Ampaw, E. M., & Gyamerah, E. E. D. (2022). Paternalistic leadership, employee creativity, and retention: The role of psychological empowerment. *International Journal of Cross-Cultural Management*, 22(1), 83-104. <https://doi.org/10.1177/14705958221081636>
- Hackman, J. R., & Oldham, G. R. (1976). Job Characteristics model. *Organizational Behavior and Human Decision Processes*, 16, 256. [https://doi.org/10.1016/0030-5073\(76\)90016-7](https://doi.org/10.1016/0030-5073(76)90016-7)
- Hackman, R., Lawler, E., & Oldham, G. (2015). Job characteristics theory. *Organizational Behavior*, 1, 75-93.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate Data Analysis* (7 th ed.). Harlow: Pearson, p. 619.
- Hatipoğlu, Z., Akduman, G., & Demir, B. (2019). The impact of paternalistic leadership style on employee task performance and emotional commitment. *Journal of Business Research-Turk*, 11(1), 279-292. <https://doi.org/10.20491/isarder.2019.599>
- Hofstede G. (1980). *Culture's Consequences: International Differences in Work-Related Values*, Vol. 5. Beverly Hills, CA: Sage.
- Humphrey, S. E., Nahrgang, J. D., & Morgeson, F. P. (2007). Integrating motivational, social, and contextual work design features: A meta-analytic of the summary and theoretical extension work design literature. *Journal of Applied Psychology*, 92(5), 1332-1356. <https://doi.org/10.1037/0021-9010.92.5.1332>
- Ilardi, B. C., Leone, D., Kasser, R., & Ryan, R. M. (1993). Employee and supervisor ratings of motivation: Main effects and discrepancies associated with job satisfaction and adjustment in a factory setting. *Journal of Applied Social Psychology*, 23, 1789-1805. <https://doi.org/10.1111/j.1559-1816.1993.tb01066.x>
- Ingraham, P. W., & Getha, H. (2004). Leadership in the Public Sector: Models and Assumptions for Leadership Development in the Federal Government. *Review of Public Personnel Administration*, 24(2), 95-112. <https://doi.org/10.1177/0734371X04263323>
- Jacobs, R., Mannion, R., Davies, H. T. O., Harrison, S., Konteh, F., & Walshe, K. (2013). The Relationship Between Organizational Culture and Performance in Acute Hospitals. *Social Science and Medicine*, 76, 115-125. <https://doi.org/10.1016/j.socscimed.2012.10.014>
- Kim, K. W. (2022). The mediating effect of job autonomy and depression on the relationship between the leaders' roles and employees' job satisfaction according to employment type. *Journal of Men's Health*, 18(2), 37. <https://doi.org/10.31083/jomh.2021.123>
- Kunchinke, K. P. (1999). Leadership and Culture: Work-Related Values and Leadership Styles among One Company's U.S. and German Telecommunication Employees. *Human Resources Development Quarterly*, 10(2), 135-154. <https://doi.org/10.1002/hrdq.3920100205>
- Kurt, İ. (2015). A Study to Investigate the Relationship Between Paternalistic Leadership and Employees' Perceptions of Creative Involvement in Their Work. *Journal of Social Sciences and Humanities*, 5(1), 321-330.
- Langfred, C. W., & Moya, N. A. (2004). Effects of task autonomy on performance: An extended model considering motivational, informational and structural mechanisms. *Journal of Applied Psychology*, 89(6), 934-945. <https://doi.org/10.1037/0021-9010.89.6.934>
- Lok, P., Westwood, R., & Crawford, J. (2005). Perceptions of Organizational Subculture and Their Significance for Organizational Commitment. *Applied Psychology*, 54(4), 490-514. <https://doi.org/10.1111/j.1464-0597.2005.00222.x>
- Maccoby, M. (2003). *The Productive Narcissist: The Promise and the Peril of Visionary Leadership*. New York: Broadway Books.

- Mete, Y. A., & Serin, H. (2015). The Relationship Between School Administrators' Fatherly Leadership Behavior and Teachers' Organizational Citizenship and Organizational Cynicism Behaviors. *Hasan Âli Yücel Journal of Education Faculty*, 12(2), 147-159.
- Morf, C. C., & Rhodewalt, F. (2001). Unraveling the paradoxes of narcissism: A dynamic self-regulatory processing model. *Psychological Inquiry*, 12(4), 177-196. https://doi.org/10.1207/S15327965PLI1204_1
- Morgeson, F. P., Delaney-Klinger, K., & Hemingway, M. A. (2005). The importance of job autonomy, cognitive ability, and job-related skill for predicting role breadth and job performance. *Journal of Applied Psychology*, 90(2), 399-406. <https://doi.org/10.1037/0021-9010.90.2.399>
- Nie, Y., Chua, B. L., Yeung, A. S., Ryan, R. M., & Chan, W. Y. (2015). The importance of autonomy support and the mediating role of work motivation for well-being: Testing self-determination theory in a Chinese work organisation. *International Journal of Psychology*, 50(4), 245-255. <https://doi.org/10.1002/ijop.12110>
- Niu, C.-P., Wang, A.C., & Cheng, B. S. (2009). Effectiveness of a moral and benevolent leader: Probing the interactions of the dimensions of paternalistic leadership. *Asian Journal of Social Psychology*, 12, 32-39. <https://doi.org/10.1111/j.1467-839X.2008.01267.x>
- O'Reilly, C. A., Doerr, B., Caldwell, D. F., & Chatman, J. A. (2014). Narcissistic CEOs and executive compensation. *The Leadership Quarterly*, 25, 218-231. <https://doi.org/10.1016/j.leaqua.2013.08.002>
- Ogbonna, E., & Harris, L. C. (2000). Leadership Style, Organizational Culture and Performance: Empirical Evidence from UK Companies. *International Journal of Human Resource Management*, 11(4), 766-788. <https://doi.org/10.1080/09585190050075114>
- Özdemir, A. S., Ayyıldız, D. T., & Karaküçük, S. (2020). Internal leisure motivation scale validity and reliability study. *OPUS-International Journal of Society Studies*, 15(24), 2838-2855.
- Öztürk, İ. H. (2011). A conceptual analysis on teacher autonomy. *Electronic Journal of Social Sciences*, 10(35), 82-99.
- Park, M., & Lee, B. H. (2023). Do public service motivation and organizational processes influence job satisfaction and organizational commitment? A comparative study in public and private organizations. *Chinese Public Administration Review*, 14(4), 224-237. <https://doi.org/10.1177/15396754231202460>
- Park, R., & Searcy, D. (2012). Job autonomy as a predictor of mental well-being: The moderating role of quality-competitive environment. *Journal of Business and Psychology*, 27, 305-316. <https://doi.org/10.1007/s10869-011-9244-3>
- Paunonen, S. V., Lönnqvist, J.E., Verkasalo, M., Leikas, S., & Nissinen, V. (2006). Narcicism and emergent leadership in military cadets. *The Leadership Quarterly*, 17, 475-486. <https://doi.org/10.1016/j.leaqua.2006.06.003>
- Pellegrini, E. K., & Scandura, T. A. (2008). Paternalistic Leadership: A Review and Agenda for Future Research. *Journal of Management*, 34(3), 566-593. <https://doi.org/10.1177/0149206308316063>
- Prajogo, D., & McDermott, C. M. (2011). The Relationship Between Multidimensional Organizational Culture and Performance. *International Journal of Operations and Production Management*, 37(7), 712-735. <https://doi.org/10.1108/01443571111144823>
- Quinn, R. E. (1988). *Beyond Rational Management*. Jossey-Bass, San Francisco.
- Quinn, R. E., & Spreitzer, G. E. (1991). The Psychometrics of The Competing Values Culture Instrument and An Analysis of the Impact of Organizational Culture on Quality of Life. *Research on Organizational Change and Development*, 5, 115-142.
- Redding, S. G., & Hsiao, M. (1990). An empirical study of overseas Chinese managerial ideology. *International Journal of Psychology*, 25(5-6), 629-641. <https://doi.org/10.1080/00207599008247917>
- Rehman, M., & Afsar, B. (2012). The impact of paternalistic leadership on organization commitment and organization citizenship behavior. *Journal of Business Management and Applied Economics*, 5(5), 148-159.
- Reina, C. S., Zhang, Z., & Peterson, S. J. (2014). CEO grandiose narcissism and firm performance: The role of organizational identification. *The Leadership Quarterly*, 25, 958-971. <https://doi.org/10.1016/j.leaqua.2014.06.004>
- Resick, C. J., Whitman, D. S., Weingarden, S. M., & Hiller, N. J. (2009). The bright-side and the dark-side of CEO

- personality: examining core self-evaluations, narcissism, transformational leadership, and strategic influence. *Journal of Applied Psychology*, 94(6), 1365-1381. <https://doi.org/10.1037/a0016238>
- Rizaldi, A. (2020). Strategy to Improve Employee Performance by Implementing a Paternalistic Leadership Style and Enhancing Intrinsic Motivation. In *Proceeding of International Conference on Business, Economics, Social Sciences, and Humanities*, 3, 488-494. <https://doi.org/10.34010/icobest.v1i.77>
- Rosenthal, S. A., & Pittinsky, T. L. (2006). Narcissistic leadership. *The Leadership Quarterly*, 17(6), 617-633. <https://doi.org/10.1016/j.leaqua.2006.10.005>
- Ryan, R. M., & Deci, E. L. (2000). Intrinsic and extrinsic motivations: Classic definitions and new directions. *Contemporary Educational Psychology*, 25, 54-67. <https://doi.org/10.1006/ceps.1999.1020>
- Saragih, S. (2011). The Effects of Job Autonomy on Work Outcomes: Self Efficacy as an Intervening Variable. *International Research Journal of Business Studies*, 4(3), 203-215. <https://doi.org/10.21632/irjbs.4.3.203-215>
- Schwalbe, M. L. (1985). Autonomy in work and self-esteem. *The Sociological Quarterly*, 26(4), 519-535. <https://doi.org/10.1111/j.1533-8525.1985.tb00242.x>
- Scott, T., Mannion, R., Marshall, M., & Davies, H. (2003). Does Organizational Culture Influence Healthcare Performance? A Review of the Evidence. *Journal of Health Services Research and Policy*, 8(2), 105-117. <https://doi.org/10.1258/135581903321466085>
- Şendođdu, A. A., & Erdirençelebi, M. (2014). A Study of the Relationship Between Paternalistic Leadership and Organizational Citizenship Behavior. *Journal of Social Economic Research*, 27, 253-274. <https://doi.org/10.30976/susead.302226>
- Shalley, C. E., Zhou, J., & Oldham, G. R. (2004). The effects of personal and contextual characteristics on creativity: Where should we go from here?. *Journal of Management*, 30(6), 933-958. <https://doi.org/10.1016/j.jm.2004.06.007>
- Sinha, J. B. P. (1990). *Work culture in the Indian context*. SAGE Publications Pvt. Limited.
- Soylu, S. (2011). Creating a family or loyalty-based framework: The effects of paternalistic leadership on workplace bullying. *Journal of Business Ethics*, 99(2), 217-231. <https://doi.org/10.1007/s10551-010-0651-6>
- Tang, C., & Naumann, S. E. (2015). Paternalistic leadership, subordinate perceived leader-member exchange and organizational citizenship behavior. *Journal of Management & Organization*, 21(3), 291-306. <https://doi.org/10.1017/jmo.2014.84>
- Tobbin, P. E. (2010). Modeling adoption of mobile money transfer: A consumer behaviour analysis. *Paper presented at the 2nd International Conference on Mobile Communication Technology for Development*, Kampala, Uganda, November 10-11.
- Tracy, B. (2013). *Motivation*. Aritan Publishing House, Istanbul, 2015.
- Tseng, Y. F., & Lee, T. Z. (2009). Comparing Appropriate Decision Support of Human Resource Practices on Organizational Performance with DEA/AHP Model. *Expert Systems with Applications*, 36, 6548-6558. <https://doi.org/10.1016/j.eswa.2008.07.066>
- Xue, H., Luo, Y., Luan, Y., & Wang, N. (2022). A meta-analysis of leadership and intrinsic motivation: Examining relative importance and moderators. *Frontiers in psychology*, 13, 941161. <https://doi.org/10.3389/fpsyg.2022.941161>