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## THE RELATIONSHIP BETWEEN PATERNALISTIC LEADERSHIP AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR—THE MEDIATING EFFECT OF ETHICAL CLIMATE

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### ABSTRACT

*Paternalistic leadership is considered as an archetypal leadership style in the ethnic Chinese community. This form of leadership has been extensively verified as significantly affecting subordinate effectiveness. Yet, the "black box" effect under paternalistic leadership has hardly been unveiled. A number of studies in western society proved that the behavior of paternalistic leadership has played an important influence on the ethical climate perception of the employees. In this paper, we attempt to use organizational citizenship behavior as subordinate effectiveness to explore the relationship between paternalistic behavior and organizational citizenship behavior in the first place, and to assess the mediating role of the ethical climate between paternalistic leadership and organizational citizenship behavior. This paper covers a empirical study on the manufacturing sector in central Taiwan with 490 dyad samples. The findings indicated that paternalistic leadership significantly affected the organizational citizenship behavior of the subordinates and the ethical climate perception. In turn, the ethical climate also significantly influenced organizational citizenship behavior. The mediating effect of ethical climate on paternalistic leadership and organizational citizenship behavior was partly significant. In the conclusion of this paper, a discussion on the limitations of this paper and the direction for studies in the future was presented. Additionally, samples from Taiwan were used in this study of paternalistic leadership in order to find out the important meaning that the internal mechanism had on the effect of paternalistic leadership.*

### KEYWORDS

Organizational Citizenship Behavior , Organizational Ethical Climates, Paternalistic Leadership.

### INTRODUCTION

Leadership plays a critical role in the course of socialization of an organization, as different leadership styles tended to affect the attitudes and behavioral patterns of employees, which in turn determined the attainment of goals and organizational performance (Wu, 2008). Leadership is indeed common in organizations everywhere and also indispensable in the operation of the organizations (Wren, 1995). As such, the theory of leadership has long been a hot topic in the domain of organizational behavior (Cheng, 1990; Westwood, 1997). Yet, the findings of many studies helped to prove that regions of different cultures entailed different essences of leadership. The leadership style that is effective in one culture may not be equally effective in another (Hofstede, 1980; Hofstede & Bond, 1988). If we try to fit the leadership style that has developed in the western world into the ethnic Chinese community, it will be a strange fit with a weird phenomenon. In so doing, the original style of leadership exhibited in the ethnic Chinese community will be tainted with possible distortion of material facts (Smith & Bond, 1993).

Paternalistic leadership was, and remains, an observable phenomenon common to corporate organizations of ethnic Chinese, among other theories of leadership, and features the heritage of Chinese culture. Paternalistic leadership was a form of one-man rule characterized by strict discipline and authority, fatherly benevolence, and moral integrity (Farh & Cheng, 2000), and contains three essential elements, namely, authoritarian leadership, benevolent leadership, and moral leadership. As compared with the leadership styles of the west, paternalistic leadership approximates the practices in the enterprises of ethnic Chinese. For this reason, this paper is an attempt to explore the relationship between paternalistic leadership and leadership effectiveness.

In an environment where rapid change is the order of the day, the attainment of organizational goals and achievement of growth can no longer just rely on the in-role behavior of employees. The participation of employees beyond their existing role and the spirit of innovation were necessary (Katz, 1964). In other words, this was the so-called extra-role behavior or organizational citizenship behavior. Organizational citizenship behavior referred to the voluntary acts of employees in assisting colleagues beyond the accomplishment of assigned duties, and in protecting organizational resources, which in turn enhanced the performance and effectiveness of organizational functions (Bateman & Organ, 1983; Smith, Organ, & Near, 1983). At that juncture, would the merging of authoritarian, benevolent and moral styles in the exhibition of paternalistic leadership motivate or suppress employees in demonstrating organizational citizenship behavior? Perhaps, this is the very issue that must be addressed in the first place.

There have been a number of unethical practices in the corporate world in the last few years, including the Enron scandal and the eventual global financial crisis triggered by the sub-prime mortgage loans of the USA, the blending of melamine in milk of the China, the presence of DEHP in beverages of the Taiwan. These events compelled further study on corporate ethics, among which, the concept of ethical climate has attracted most of the attention and has therefore been more studied. Ethical climate referred to a stable state of psychological inclination and cognition inherent to the ethical policy and decision shared by all employees (Schneider, 1975), and was the consciousness of employees towards dilemma, and solutions to the dilemma. This was a vital element based on which decisions of ethical behavior of the organization and the members of the organization will be made (Victor & Cullen, 1987). The findings of certain studies indicated that leadership had significantly affected the ethical climate of the organization (Dickson, Smith, Grojean, & Ehrhart, 2001), as the leader had carved out the ethical climate and consciousness of employees of the organization at the time the leader conveyed and demonstrated moral value to the employees.

The studies on the relationship between paternalistic leadership and ethical climate were negligible and only the works of Erben & Güneşer (2008) and Ötken & Cenkcı (2012) covered this topic, but the focus of their studies was not within the boundaries of ethnic Chinese. As such, this paper is an attempt to explore the relationship between paternalistic leadership and ethical climate with samples from Taiwan with a view to understanding the influence of paternalistic leadership style in different ethical climates, and the influence of different ethical climates on the organizational citizenship behavior of employees. Furthermore, the mediating effect of ethical climate between paternalistic leadership and organizational citizenship behavior will also be explored. This paper serves as an even better input in understanding the internal mechanism of paternalistic leadership.

## REVIEW OF LITERATURE

### PATERNALISTIC LEADERSHIP

The rapid development of the ethnic Chinese in Southeast Asia and the Chinese economy have attracted much attention from scholars and experts in the study of the management philosophy and practices of the corporate organizations among ethnic Chinese (Redding, 1990; Whitley, 1992). Studies on the corporate organizations of ethnic Chinese indicated that ethnic Chinese corporate leaders exhibited a unique style of leadership that may be called "Paternalistic Leadership". The concept of paternalistic leadership was proposed on the basis of a series of studies. Farh & Cheng (2000) proposed that paternalistic leadership contained three fundamental elements on the basis of the findings of the studies of Silin (1976), Redding (1990), Cheng (1995) and Westwood (1997). These style elements were: benevolent style, authoritarian style, and moral style. Simply put, paternalistic leadership may be defined as the manifestation of strict discipline and powerful authority, paternalistic benevolence and care, and moral integrity in leadership in an environment of ruling people. Farh & Cheng (2000) described three categories of paternalistic leadership style and the response of the subordinates on the basis of interaction between the leader and the subordinates. The findings indicated that moral leadership tended to correlate with the respect and identification of the subordinates. Benevolent leadership tended to correlate with the gratitude and repayment of the subordinates. Authoritarian leadership tended to correlate with the compliance and dependence of the subordinates. Cheng, Chou, Huang, Farh & Peng (2003) further developed a paternalistic measurement on the basis of the triad model of paternalistic leadership. This measurement covered three elements: benevolent leadership (individualized care, understanding and forgiving), authoritarian leadership (powerfully subduing, authority and control, intentional hiding, rigorousness, and doctrine), and moral leadership (integrity and fulfillment of obligations, never taking advantage of the others, and selflessness paragon).

According to Farh & Cheng (2000), benevolent leadership had its origin from Confucian culture. The roles between two persons were built up on their interactions. In the Confucian philosophy of the five human relations, people in a senior position (king, father, elder brother, husband and, friend) must treat those in the junior positions (subject, son, younger brother, wife and, friend) with benevolence, love, harmony, and righteousness. In reciprocity, those in junior positions must be compliance, exhibit filial piety, and respect those in senior positions. Hsu (1997) suggested that ethnic Chinese corporate leaders tended to play the role of "father" while the subordinates tended to play the role of "sons", as the corporate organizations have undergone pan-familism evolution. The leaders of ethnic Chinese organizations usually exhibit the following traits in their benevolent leadership: (1) Granting favors; (2) Long-term relationship; (3) Forgiveness, meaning that the leaders tended to protect and forgive their subordinates when they made mistakes and avoided public condemnation or disclosure while the subordinates tended to exhibit a gratitude and repayment behavior (Cheng, Chou, Wu, Huang, & Farh, 2006). Also, ethnic Chinese leaders must behave in high moral standards and make themselves exemplars for the subordinates in order to win the respect and modeling from the subordinates. This kind of moral leadership also has its origin in Confucianism with an emphasis on the basic requirements of a leader manifested in proper behavior to prove his impartial morality (Farh & Cheng, 2000) while the subordinates tended to respect identification behavior.

In addition, the leaders emphasized that their authority was absolute and cannot be challenged. As such, they tended to exercise strict control and demand for subordination from their subordinates to its entirety. This form of authoritarian leadership behavior can be traced from the 3,000 years of monarchy rule and the Legalism of thought (*Fa Jia*) from/in China whereby paternalistic authority and power was emphasized. This reflected the traditional culture of familism and compliance to authority that persisted in the ethnic Chinese community (Cheng, Chou & Farh, 2000). Ethnic Chinese corporate leaders tended to exhibit a paternalistic leadership style that resulted in a high powered distance between the leaders and the subordinates (Redding, 1990; Westwood, 1997). In sum, studies in the past (Cheng, 1995; Farh & Cheng, 2000; Wu, Hsu & Cheng, 2002; Wu, Chou & Cheng, 2008) indicated that there were four major components of authoritarian leadership: authority and control, downgrade the ability of the subordinates, impression management and indoctrination. Under authoritarian leadership, the subordinates tended to exhibit compliance, dependence and timidity (Cheng, 1995).

### ORGANIZATIONAL CITIZENSHIP BEHAVIOR

The concept of organizational citizenship behavior started with Barnard (1938) in proposing the function of managers, whilst depicting the voluntary cooperation of the members of an organization. The "voluntary cooperation" exceeded the contractual obligations and was indeed the voluntary act of the individuals whereby the individuals were willing to be subordinated to a formal authority. This behavioral pattern helped to enhance organizational efficiency. As such, we could say that the concept of "voluntary cooperation" spelled out by Barnard was the embryonic form of organizational citizenship behavior. Katz (1964) suggested that if the organization was to upgrade the work performance of employees, maintain effective operation of the organization, employees must participate and stay in the organization and shall be self-motivated to achieve the organizational goal. In addition, they must perform in excess of the boundary of the role and innovation. In other words, employees must accomplish their assigned duties and be motivated to perform in favor of the organization for realizing the organizational goal, which was considered an extra-role behavior. Based on the concept of Katz (1964), Bateman & Organ (1983) defined voluntary action and extra-role behavior of employees as organizational citizenship behavior. This behavior covered: (1) helping colleagues falling behind the progress schedule; (2) no complaining on receiving an urgent assignment; (3) present positive opinions for the benefit of the department; (4) keeping the work environment clean. The findings from massive studies indicated that organizational citizenship behavior played a critical role to organizational performance in the long run (Tepper & Taylor, 2003; Farh, Cheng, Chou, & Chu, 2004; Bergeron, 2007). As such, organizational citizenship behavior was adopted for assessing the leadership performance of the supervisors.

### THE EFFECT OF PATERNALISTIC LEADERSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Cheng (1995) and Farh & Cheng (2000) pointed out in their studies that benevolent leadership included understanding, individualized care, and forgiveness while the subordinates tended to respond in gratitude and repayment. Benevolent leadership of the supervisors not only manifested in their concern and care of the subordinates in the workplace, but also their private lives and families. The gratified employees never forgot what the supervisors did and tended to respond with gratitude and loyalty. Employees with this kind of gratitude and loyalty mindset tended to be self-motivated. As such, benevolent leadership helped to reinforce organizational citizenship behavior of employees. Accordingly, we can infer in this paper that:

#### H1a: The stronger the intensity of benevolent leadership of the leaders, the stronger the intensity of organizational citizenship behavior:

Moral leadership includes impartiality and setting an example for others. This behavioral pattern can help win the respect of employees who take the leader as their model. Accordingly, employees will not care much about their own interest but exhibit a higher level of loyalty and trust to their supervisors (Cheng, 1995; Farh & Cheng, 2000). As such, employees will voluntarily exhibit organizational citizenship behavior under the moral leadership of the leader. Accordingly, we may infer that:

#### H1b: The stronger the intensity of moral leadership of the leaders, the stronger the intensity of organizational citizenship behavior:

Authoritarian leadership exhibited the patterns of authority and control, downgrades the ability of employees, impression management, indoctrination, emphasis on strict control of employees, no empowerment, and a demand for unconditional subordination of employees. Such behavioral patterns tended to make employees feel that the superiors question their ability or do not trust their loyalty. Such behavioral patterns tended to trigger the anger of employees (Wu, Hsu & Cheng, 2002). Accordingly, employees were less satisfied with their supervisors or with their own work (Lewis, 2000), and the intensity of organizational citizenship behavior will be weakened. We may infer that:

#### H1c: The stronger the intensity of authoritarian leadership of the leaders, the weaker the intensity of organizational citizenship behavior:



**ETHICAL CLIMATE**

Ethical climate was a facet of organizational climate, which was also an integral part of organizational culture. The topic of organizational climate has drawn the attention of scholars and experts since the 1950s. In the last two decades, the gravity of the studies on organizational climate started to shift to a particular type of climate that was internal to the organization. Examples were the service climate and innovation climate of the organization. Ethical climate was taken as a form of “norm-control system” of an organization (Victor & Cullen, 1988; Schneider & Recichers, 1993). This control system not only affected the moral behaviors of employees (Wimbush and Shepard, 1994) but also the personal value on the code of ethics. Sometimes, ethical climate was taken as the feature of “regimentation” of the members of the organization (Landekich, 1989). As such, the effect of ethical climate on the members of the organizational was critical. Victor & Cullen (1987) attempted to develop a measurement for ethical climate. They shared the point of view proposed by Schneider (1975) and used ethical criteria and locus of analysis as the dimensions for the chart, and developed the Ethical Climate Questionnaire (ECQ). What were ethical criteria? Kohlberg (1981) suggested that individuals tended to apply different moral criteria at different stages of moral development. These criteria were egoism, benevolence, and principle. Egoism referred to the personal quest for the maximization of interest. In a situation where personal interest and group interest conflicted, the individual tended to prefer personal interest over group interest. Benevolence referred to the quest for the maximization of group interest. In a situation where personal interest and group interest was conflicting, the individual tended to prefer group interest over personal interest. Principled referred to the individuals or the organization that acted in compliance with the norm of the organization or the laws of the state. In a situation where personal emotion was contradictory to legal rules, norm and legal rules prevailed.

What is locus of analysis? Leaders tended to take into consideration reference groups when making a decision concerning an ethical situation. The size of these reference groups may vary from an individual to the whole social system. As such, locus of analysis helped the leaders to differentiate the types of ethical climates. Based on the Cosmopolitan-Local concept proposed by Gouldner (1957), Victor & Cullen (1987) classified reference groups into three categories by including individuals. **Individual** referred to decision-making on the basis of personal perspective. **Local** referred to decision-making on the basis of the ethical criterion internal to the organization. **Cosmopolitan** referred to decision-making on the basis of the ethical criteria external to all individuals and the organizations.

Victor & Cullen (1998) conducted an empirical study on 872 employees of four companies in different industries and of different sizes. They extracted five types of ethical climates from theoretical concern and empirical findings. As shown in Table 1, they are the dimensions of caring, law and code, rule, instrumental, and independence. The dimension of caring refers to the emphasis of the organization in the interaction between the organization and the individuals, including the concern over the interest of employees by the organization and vice versa. The dimension of law and code refers to the emphasis of the organization in compliance with applicable legal rules and professional code of conduct and employees also duly observed legal rules. The dimension of rule refers to an emphasis of employees in compliance with the internal code of the company and the policy of the company. The dimension of instrumental refers to the quest for maximization of the personal interest of employees with the exclusion of the interest of the others as the priority. Only when the interest of employees influenced the overall interest of the organization will it be deemed defiance against the norm of the company. The dimension of independence refers to the organization granting a certain degree of autonomy and decision latitude to employees and the respect of personal judgment and moral concept of employees.

**TABLE 1: THE MAPPING OF THEORETICAL DIMENSIONS AND EMPIRICAL DIMENSIONS OF ETHICAL CLIMATES**

Theoretical Dimensions	Empirical Dimensions	Remarks
Individual/ benevolence Local/ benevolence	Caring	In this paper, we combined these two dimensions as compliance ethical climate
Cosmopolitan/principle Cosmopolitan/ benevolence	Law & Code	
Local/principle	Rule	
Individual/egoism Local/egoism	Instrumental	
Individual/principle	Independence	

Source: Victor& Cullen (1988)

Currently, ethical climate has been taken as an overall dimension in some studies (Erben & Güneşer, 2008; Mulki, Jaramilo, & Locander, 2009). However, Martin & Cullen (2006) discovered in their Meta-analysis that ethical climate had a positive and negative effect on the result of the organization. As such, it would be irrelevant with reality if we take ethical climate as an overall dimension consistent in the same organization. Furthermore, Victor & Cullen (1988) also suggested that there may be a prevailing ethical climate in an organization, but it would be impossible that there was only one type of ethical climate that existed in an organization. The aforementioned five types of ethical climates varied significantly and cannot be combined in the analysis. For instance, the analysis of ethical climate in this paper is different from the past. Here, only two types of ethical climates proposed by Victor & Cullen (1988), which were law and code, and rule, merge into compliance ethical climate. The remaining three types of ethical climates varied significantly and were left intact. In sum, there are four types of ethical climates explored in this paper, namely, caring, independence, instrumental, and compliance.

**THE EFFECT OF PATERNALISTIC LEADERSHIP ON ETHICAL CLIMATE**

The findings of many studies indicated that leadership behavior was a critical factor that affected the ethical climate of the organization (Dickson, Smith, Grojean, & Ehrhart, 2001). Leaders tended to convey moral value to employees in the course of exhibiting their leadership behavioral patterns. This affected the ethical climate of the organization and also reinforced the work performance of employees in the organization. Leaders should assess different types of ethical climates at different stages of development, and translate them as the tools for internal management in order to mold the kind of ethical climates desired by the managers.

The essence of moral leadership and benevolent leadership entails the full respect and caring of each subordinate and setting an example for all the others. As mentioned, moral leadership tended to inspire the respect and identification of employees while benevolent leadership helped to earn the gratitude and repayment from employees. The ethical climate of caring in an organization also implied the orientation of benevolence and the concern for the caring and friendliness between the organization and employees in their interactions, including the caring of employee benefits by the company (Victor & Cullen, 1988). The leaders exist as symbols of the organization to a large extent. Therefore, under the benevolent and moral leadership of the supervisors, the ethical climate of caring in the organization will be reinforced. According to the studies of Victor & Cullen (1988), the ethical climate of compliance was based on principle and benevolence as the guideline of operation. The ethical climate of independence was based on individual and principle as the guideline of operation. The findings of the studies by Cheng et al., (2003) also indicated that moral and benevolent leadership allowed employees to act in accordance with their personal moral standards and valued the ability of employees in making a correct judgment. As such, the ethical climates of caring, compliance and independence will be developed under benevolent and moral leadership of the supervisors. Accordingly, we may infer as follows:

**H2a: The more the leaders are inclined towards benevolent and moral leadership, the higher the intensity of ethical climates of caring, compliance and independence in the organization**

Furthermore, benevolent leadership is a perpetual phenomenon, which manifests in forgiveness and protection, not only in the workplace but also in the private lives of employees. Moral leadership must be manifested in high moral standards or personal integrity, particularly in the form of impartiality and selflessness (no abusive use of power, conspiring for personal interest or stealing the benefit of others), and setting an example for employees in order to win their respect and taking the leader as a model of learning (Cheng et al., 2003). As such, benevolent and moral leadership never encourages the development of instrumental ethical climate, which entails the maximization of personal interest. We may infer:

**H2b: The more the leaders are inclined towards benevolent and moral leadership, the lower the intensity of the ethical climate of instrumental in the organization**

By contrast, authoritarian leadership was manifested in the form of forceful subduing and authority and control, and downgrades the others. As such, there will be only top-down communications between supervisors and employees, no empowerment, control over information without disclosure, and intense monitoring

over employees. In an organization with an ethical climate of independence, employees were allowed to act in accordance with their own moral standards, the ability of making judgment of employees was highly valued. In addition, the company granted a certain level of autonomy and decision latitude to employees. Authoritarian leadership made employees feel a lack of freedom, being kept under surveillance, exploited, or being repressed and condemned. As such, they tended to feel helpless, humiliated, or psychologically hurt (Cheng, 1995; Wu et al., 2002; Farh et al., 2004). Accordingly, no ethical climate of independence can be developed under authoritarian leadership. Also, benevolent and caring is the gravity of management in developing ethical climate of caring thereby the company cares about all employees while authoritarian leadership will only make employees be publicly condemned or scolded ruthlessly for the poor performance in the workplace. This behavior is an insult and disrespect to employees, and will eventually develop anger among employees. Per se, an organization of this kind cannot develop the ethical climate of caring. Likewise, authoritarian leadership nurtures an atmosphere of rule by people, which deprives the organization from the development of a compliant ethical climate. Therefore, we may infer:

**H2c: The more the leaders are inclined towards authoritarian leadership, the lower the intensity of the ethical climates of independence, caring, and compliance in the organization**

Cheng (1991) suggested that under authoritarian leadership, good performance of employees was their professed duties. Even though employees performed very well, the leader may just give them a private financial reward but no public citation. In contrast, those who performed badly were condemned in public. In addition, the leader tends to emphasize the importance of work performance and hopes employees will work much harder to avoid the same mistake. Under the ethical climate of instrumental, self-interest will be the orientation in any aspect of the operation with emphasis on private interest as the top priority. Therefore, authorization leadership tends to reinforce the ethical climate of instrumental. As such, we may infer:

**H2d: The more the leaders are inclined towards authoritarian leadership, the higher the intensity of the ethical climate of instrumental in the organization**

#### THE EFFECT OF ETHICAL CLIMATE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Every organization features different types of ethical climates. If the ethical climate of an organization was benign, employees were willing to sacrifice more for the organization. They may even voluntarily perform additional work in order to buttress the operation of the organization. At this point, employees tended to exhibit stronger organizational citizenship behavior (Katz & Kahn, 1966). Trevino (1986) further pointed out in his research that ethical climate affected job satisfaction of employees. The empirical findings of Leung (2008) also indicated that the organizational citizenship behavior exhibited by employees in Hong Kong correlated with the ethical climates of caring, law and compliance positively at significant level, and correlated positively with the ethical climate of independence insignificantly, but correlated negatively with ethical climate of instrumental at significant level.

When caring and benevolence were the prevailing ethical climate of an organization, the leaders tended to respect employees for their contribution to the organization thereby winning the concern of employees for the organization. At this point, employees tended to give up their own personal interests and were more willing to work, cooperate, and sacrifice. Employees in an organization featured with the ethical climate of caring tended to unconditionally sacrifice for the organization (Leung, 2008). The findings from the studies of Peterson (2002) indicated that the ethical climate of caring tended to prevent biased behavior of employees, and enhanced the social support among employees. More importantly, the organization made employees feel warm and cared for. It was because of this type of emotional exchange that derived social emotional support, which in turn sustained emotional feelings among employees and enhanced the performance of organizational citizenship behavior. As such, we may infer:

**H3a: The more prevalent the ethical climate of caring of the organization, the more pervasive organizational citizenship behavior**

When the leader must comply with applicable laws and a professional code of conduct in performance, the ethical climate of compliance will be prevalent in the organization. If the ethical climate of compliance affects the organization, employees will follow applicable laws and a professional code of conduct, which will bring about a positive input to the operation of the organization. Accordingly, employees will voluntarily assist others to solve their problems. As this point, organizational citizenship behavior will be developed (Koy, 2011). When employees follow the code of the company in operation, they will exhibit a positive behavior in the workplace, which was another form of organizational citizenship behavior (Katz & Kahn, 1966). In sum, in an environment where employees were responsive and fully performed their duties, they will even contribute more to the organization. As such, we may infer:

**H3b: The more prevalent the ethical climate of compliance of the organization, the more pervasive organizational citizenship behavior**

The leader of an organization under an independent ethical climate tended to grant a certain level of autonomy and decision latitude to employees, and respect their personal judgment. This kind of organization allowed the leader and employees to develop trust between each other, reinforce the identification of employees within the organization, and manifested in organizational citizenship behavior as repayment (Robinson & Morrison, 1995). In addition, employees exhibited a higher level of loyalty within the organization and the supervisors. For example, such, an organization under the ethical climate of independence allowed employees to be more willing to sacrifice in order to achieve the organizational goal. We may infer:

**H3c: The more prevalent the ethical climate of independence of the organization, the more pervasive organizational citizenship behavior**

Employees in an organization with an instrumental ethical climate tended to seek personal interest in performance. In such an organization, employees will be selfish and will not support group interests (Graham, 1991). Puffer (1987) discovered that if employees felt keen competition among their colleagues, they were less inclined towards organizational citizenship behavior. As such, we see that instrumental ethical climate cannot flourish organizational citizenship behavior. We may infer:

**H3d: The more prevalent the ethical climate of instrumental of the organization, the less pervasive organizational citizenship behavior**

#### THE MEDIATING EFFECT OF ETHICAL CLIMATE BETWEEN PATERNALISTIC LEADERSHIP AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

The aforementioned hypotheses suggested that paternalistic leadership was associated with ethical climate and organizational citizenship behavior. In the analysis of paternalistic leadership and the responses of employees, we see that paternalistic leadership tended to win the identification, modeling, gratitude, repayment, subordination, and respect from employees, which in turn reinforced organizational citizenship behavior (Hsu, Hu, Ling, Cheng & Chou, 2004). From the perspective of social identity, employees tended to identify with the leader if benevolent and moral leadership was pursued. Accordingly, trust will also be developed, which made employees more willing to sacrifice for the supervisors or the organization, including cooperation, loyalty, interest of all, or performance (Brickson, 2000). Under benevolent and moral leadership, the organization will be shaped with a caring, independence, and compliance ethical climates. Organization of this kind imparted high climates and employees were willing to exhibit organizational citizenship behavior as repayment (Leung, 2008). As such, ethical climate may yield a mediating effect in the course of affecting organizational citizenship behavior of employees under paternalistic leadership. Benevolent and moral leadership may develop caring, independence and compliance ethical climates, which will reinforce organizational citizenship behavior among employees. Authoritarian leadership may develop an instrumental ethical climate in the organization, which will hamper organizational citizenship behavior among employees. Therefore, we may infer as follows:

**H4: Ethical climate yields mediating effect between paternalistic leadership and organizational citizenship behavior.**

## RESEARCH METHODOLOGY

### RESEARCH SAMPLE AND DATA COLLECTION

The focus of this paper is to explore the effect of leadership on organizational citizenship behavior and the ethical climate of the organization in the manufacturing industries in central Taiwan. We adopted the dyadic questionnaire method to collect the data. In the data collection, we requested senior executives or human resources personnel for assistance. We then called the interviewees for their consent and then made an appointment for the tests. Before proceeding, we explained to the supervisors and subordinates participating in the test the purpose, detail, and the requirements for the test. The questionnaire was then released, and the respondents answered the questions immediately and then handed in their responses. We sent out 738 questionnaires of which 123 were distributed among supervisors and 615 were distributed among subordinates. The response rate of the supervisors was 100%. We collected only 594 questionnaires from subordinates with 21 unanswered. The response rate was 96.65%. We then filtered off the questionnaire with either too many questions unanswered or not properly answered. The result was 490 valid respondents from employees or at 82.49% of valid response rate. The majority of respondents in the test were males, which accounted for 88% of the total, followed by females, which accounted for 12%. In the aspect of age distribution, respondents aged

26-30 accounted for 32.7%; followed by the group of respondents aged 31-35, which accounted for 26.9%, and the group aged 20-25, which accounted for 20%. In the aspect of education level, the majority of the respondents were university graduates, which accounted for 59% of the total. It was followed by graduates from vocational schools, which accounted for 34.9% of the total. In the aspect of years of service with the organizations, the majority of them have an average of 1-5 years of service with the company, which accounted for 61.2%, followed by 5-10 years of service, which accounted for 19.5%.

#### MEASUREMENT AND VARIABLES

The dyadic questionnaire was used in this study. The questionnaire designed for supervisors covered the information on the organizational citizenship behavior of subordinates and the background of supervisors. The questionnaire designed for subordinates covered information on the evaluation of paternalistic leadership of supervisors, the perception of ethical climate of the organization, and the background of subordinates. We adopted the measurement developed by Cheng et al., (2003) where six questions for benevolent leadership, seven questions for moral leadership, and six questions for authoritarian leadership were given. A total of 19 questions were asked. The measurement of Victor & Cullen (1988) was used in the measurement of ethical climate. We combined the ethical climate of rule and of law and code into the ethical climate of compliance and kept the remainder intact. There were four dimensions covering 14 questions. We adopted the measurement developed by Williams & Anderson (1991) on organizational citizenship behavior on the OCB-I and OCB-O covering 13 questions. The 5-point Likert Scale was adopted for scoring.

#### CONFIRMATORY FACTOR ANALYSIS

The data adopted confirmatory factor analysis and test for the goodness of fit of the model, which is shown in Table 2.

After the confirmatory factor analysis of paternalistic leadership, we removed two questions of the lowest loading. Only 17 questions were left behind in the test. The composite reliability of benevolent leadership was .87 with average variance extraction (AVE) at .58. The composite reliability of moral leadership was .91 with AVE at .61. The composite reliability of authoritarian leadership was .77 with AVE at .40. After the confirmatory factor analysis of ethical climate, we removed two questions of the lowest loading. Only 12 questions were left behind in the test. The composite reliability of caring ethical climate was .66 with AVE at .40. The composite reliability of independence ethical climate was .69 with AVE at .54. The composite reliability of compliance ethical climate was .80 with AVE at .50. The composite reliability of instrumental ethical climate was .57 with AVE at .31. After the confirmatory factor analysis of organizational citizenship behavior, the questions with the lowest loading were removed. Only nine questions were left behind in the test. The composite reliability was .89 with AVE at 0.47. The overall goodness of fit of this study was:  $\chi^2 = 1425.35$ ;  $P = .00$ ;  $DF = 637$ ;  $\chi^2/DF = 2.24$ ;  $GFI = .90$ ;  $AGFI = .86$ ;  $CFI = .90$ ;  $RMSEA = .05$ . This result indicated that the overall dimension of this study had strong reliability, validity, and goodness of fit (Fornell & Larcker, 1981).

TABLE 2: CONFIRMATORY FACTORY ANALYSIS, RELIABILITY, VALIDITY, AND CONTENTS OF THE RESEARCH CONSTRUCT

Dimension	Question	Factor loading	Composite reliability	Average variance extracted	Fit index	
Paternalistic Leadership	Authoritarian Leadership	My supervisor asks me to obey his/her instructions completely.	.74***	.77	.40	$\chi^2=623.38$ , P=.000) DF=278 $\chi^2/DF=2.24$ GFI= .88 AGFI= .85 CFI= .94 TLI= .93 RMSEA=.06
		My supervisor always has the last say in the meeting.	.69***			
		I feel pressured when working with my supervisor.	.61***			
		My supervisor scolds us when we can't accomplish our tasks.	.57***			
		We have to follow his/her rules to get things done. If not, he/she punishes us severely.	.54***			
	Benevolent Leadership	Beyond work relations, my supervisor expresses concern about my daily life.	.82***	.87	58	
		My supervisor ordinarily shows a kind concern for my comfort.	.79***			
		My supervisor encourages me when I encounter arduous problems.	.75***			
		My supervisor will help me when I'm in an emergency.	.73***			
		My supervisor takes good care of my family members as well.	.71***			
	Moral Leadership	My supervisor sets an example.	.86***	.91	.61	
		My supervisor is a good example of my personal conduct at work.	.82***			
		My supervisor never avenges a personal wrong in the name of public interest when he/she is offended.	.80***			
		My supervisor is unselfish toward us.	.79***			
		My supervisor doesn't take the credit for my achievements and contributions for himself/herself.	.78***			
		My supervisor does not take advantage of me for personal gain.	.73***			
		My supervisor does not use guanxi (personal relationships) or back-door practices to obtain illicit personal gains.	.65***			
	Ethical Climates	Caring	In this company, people look out for each other's good.	.72***	.66	
Our major concern is always what is best for the other person.			.66***			
The most important concern is the good of all the people in the company as a whole.			.50***			
Independence		In this company, people are expected to follow their own personal and moral beliefs.	.90***	.69	.54	
		In this company, people are guided by their own personal ethics.	.52***			
Compliance		In this company, the first consideration is whether a decision violates any law.	.83***	.80	.50	
		In this company, people are expected to strictly follow legal or professional standards.	.69***			
		In this company, the law or ethical code of their profession is the major consideration.	.65***			
		People in this company strictly obey the company policies.	.63***			
Instrumental		There is no room for one's own personal morals or ethics in this company.	.63***	.57	.31	
		In this company, people protect their own interests above all else.	.52***			
		People are expected to do anything to further the company's interests, regardless of the consequences.	.51***			
OCB		He/She assists supervisors with his/her work (when not asked).	.76***	.89	.47	
		He/She gives advance notice when unable to come to work.	.73***			
		He/She adheres to informal rules devised to maintain order.	.73***			
	He/She helps others who have heavy work loads.	.71***				
	He/She goes out of way to help new employees.	.69***				
	He/She helps others who have been absent.	.66***				
	He/She takes a personal interest in other employees.	.64***				
	He/She passes along information to co-workers.	.63***				
	His/her attendance at work is above the norm.	.58***				



RESEARCH FINDINGS

CORRELATION ANALYSIS

We have conducted correlation analysis on related variables in this study, as shown in Table 3. We should pay attention to years of service, age, and organizational citizenship behavior, which were positively correlated at the significant level of ( $r = .24, p < .01; r = .17, p < .01$ ), meaning that the older the age of employees, and the longer the years of service, the stronger the organizational citizenship behavior. In the area of paternalistic leadership, benevolent leadership correlated positively with moral leadership at the significant level of ( $r = .68, p < .001$ ). Authoritarian leadership correlated negatively with benevolent leadership and moral leadership at the significant level of ( $r = -.13, p < .01; r = -.15, p < .01$ ). These indicated that if the intensity of authoritarian leadership was strong, employees could not feel the existence of benevolent and moral leadership behavior. The relations among these three types of leadership were congruent with the studies on paternalistic leadership in the past (Farh & Cheng, 2000).

At the same time, benevolent leadership and moral leadership correlated positively with caring, independence, and compliance at the significant level of ( $r = .39, p < .01, r = .16, p < .01, r = .26, p < .01; r = .39, p < .01, r = .14, p < .01, r = .31, p < .01$ ). These indicated that the higher the intensity of benevolent leadership and moral leadership, the more likely the ethical climates of caring, independence and compliance could be developed in the organization. Authoritarian leadership correlated positively with instrumental ethical climate at the significant level of ( $r = .17, p < .01$ ), meaning that the authoritarian leadership style exhibited by the supervisors tended to develop instrumental ethical climate. The benevolent leadership and moral leadership correlated positively with organizational citizenship behavior at the significant level of ( $r = .22, p < .01; r = .18, p < .01$ ), meaning that the exhibition of benevolent and moral leadership styles of the supervisors helped to reinforce organizational citizenship behavior of employees. In contrast, the authoritarian leadership style of the supervisors correlated negatively with organizational citizenship behavior at the significant level of ( $r = -.20, p < .01$ ), meaning that the exhibition of authoritarian leadership style of the supervisors tended to hamper organizational citizenship behavior of employees.

In addition, the ethical climates of caring, independence, and compliance correlated positively with organizational citizenship behavior at the significant level of ( $r = .14, p < .01; r = .09, p < .05; r = .19, p < .01$ ), meaning that the ethical climates of caring, independence, and compliance in an organization tended to flourish organizational citizenship behavior of employees. Instrumental ethical climate correlated negatively with organizational citizenship behavior at the significant level of ( $r = -.11, p < .05$ ), meaning that instrumental ethical climate in an organization is unfavorable for the development of organizational citizenship behavior.

TABLE 3: CORRELATION ANALYSES

Variable	Mean	S.D.	1	2	3	4	5	6	7	8	9	10	11
<b>Control Variable</b>													
1. Gender <sup>a</sup>	1.12	.32											
2. Age <sup>b</sup>	2.60	1.29	.17**										
3. Education <sup>c</sup>	2.61	.57	.12**	-.14**									
4. Tenure <sup>d</sup>	1.62	.93	.05	.74**	-.20**								
<b>Independent Variable</b>													
5. Benevolent Leadership	3.04	.74	.04	.12**	-.07	.13**							
6. Authoritarian Leadership	2.99	.67	.08	-.08	.02	-.08	-.13**						
7. Moral Leadership	3.28	.78	.06	.08	-.01	.07	.68***	-.15**					
<b>Mediator Variable</b>													
8. Caring	3.35	.64	.04	.13**	-.04	.11*	.39**	-.12**	.39**				
9. Independence	3.27	.66	.08	-.11*	.02	-.08	.16**	-.10*	.14**	.24**			
10. Instrumental	3.01	.73	.06	-.01	.05	-.10*	-.09*	.17**	-.17**	-.15**	.26**		
11. Compliance	3.64	.64	.05	.20**	-.10*	.20**	.26**	-.03	.31**	.59***	.22**	-.12**	
<b>Dependent Variable</b>													
12. OCB	3.79	.50	.02	.17**	-.02	.24**	.22**	-.20**	.18**	.14**	.09*	-.11*	.19**

N=490. \*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$ ; two-sided test

a: 1=Male ; 2=Female;

b: 1=20–25 years, 2=26–30 years, 3=31–35 years, 4=36–40 years, 5=41–45 years, 6=46–50 years, 7=51–55 or above.

c: 1= Vocational school, 2= Community college, 3= University, 4= Graduate school and above ;

d: 1=1–5 years, 2=6–10 years, 3=11–15 years, 4=16–20 years, 5=21 years or above.

REGRESSION ANALYSIS

As shown in Table 4, regression analysis has been conducted on paternalistic leadership, ethical climate, and organizational citizenship behavior for exploring their relation. In concrete terms, M1, M2, and M3 led us to know that benevolent leadership, authoritarian leadership, and moral leadership affected organizational citizenship behavior significantly ( $\beta = .19, p < .000; \beta = -.18, p < .000; \beta = .17, p < .000$ ). This indicated that the benevolent leadership and moral leadership of the leaders tended to positively affect organizational citizenship behavior of employees while authoritarian leadership of the leaders tended to negatively affect the organizational citizenship behavior of employees. As such, Hypothesis 1 is supported.

We see from M4, M5, and M6 that benevolent leadership, authoritarian leadership, and moral leadership affected the ethical climate of caring significantly ( $\beta = .38, p < .000; \beta = -.11, p < .000; \beta = .38, p < .000$ ). This indicated that benevolent leadership and moral leadership affected the ethical climate of caring positively while authoritarian leadership affected the ethical climate of caring negatively. From M7, M8, and M9, we see that benevolent leadership, authoritarian leadership, and moral leadership affected the ethical climate of instrumental significantly ( $\beta = -.09, p < .05; \beta = .16, p < .000; \beta = -.17, p < .000$ ). This indicated that benevolent leadership, moral leadership affected the ethical climate of instrumental negatively while authoritarian leadership affected the ethical climate of instrumental positively. From M10, M11, and M12, we see that paternalistic leadership in the forms of benevolent leadership, authoritarian leadership, and moral leadership affected the ethical climate of independence significantly ( $\beta = .18, p < .000; \beta = -.09, p < .05; \beta = .15, p < .000$ ), meaning that benevolent leadership, moral leadership affected the ethical climate of independence positively while authoritarian leadership affected the ethical climate of independence negatively. From M13 and M15, we see that benevolent leadership and moral leadership affected the ethical climate of compliance significantly ( $\beta = .24, p < .000; \beta = .30, p < .000$ ), meaning that benevolent and moral leadership affected the ethical climate of compliance positively. Except the effect of authoritarian leadership on the ethical climate of compliance, which was insignificant, all hypotheses under hypothesis 2 were supported. From M16, M17, M18, and M19, we see that the ethical climates of caring, independence, instrumental, and compliance affected organizational citizenship behavior significantly ( $\beta = .12, p < .01; \beta = .11, p < .05; \beta = -.10, p < .05; \beta = .16, p < .001$ ), and the ethical climates of caring, independence and compliance affected organizational citizenship behavior positively at significant levels. The instrumental ethical climate affected organizational citizenship behavior negatively at significant levels. As such, Hypothesis 3 was supported.

Finally, we see from M20 ~ M31 and the comparison of M1, M2, and M3, that there was only partial mediating effect between compliance ethical climate and benevolent and moral leadership and organizational citizenship behavior, and the mediating effect on other variables was insignificant.



TABLE 4: SUMMARY OF REGRESSION ANALYSIS

Variable	OCB			Caring			Instrumental			Independence			Compliance		
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15
<b>Control Variable</b>															
Gender	.05	.04	.02	.01	.03	.01	.08	.06	.08	.10*	.10*	.10*	.03	.02	.02
Age	-.03	-.04	-.04	.09	.10	.09	-.08	-.07	-.07	-.17**	-.15**	-.16**	.09	-.02	.09
Tenure	.25***	.26***	.26***	.01	.02	.01	-.03	-.03	-.03	.02	.03	.03	.08	.10	.09
Education	.04	.02	.03	-.02	-.02	-.02	-.01	-.01	-.01	.01	-.00	-.00	-.06	-.07	-.07
<b>Mediator Variable</b>															
ETHIC_ Caring															
ETHIC_ Independence															
ETHIC_ Instrumental															
ETHIC_ Compliance															
<b>Independent Variable</b>															
Benevolent Leadership	.19***			.38***			-.09*			.18***			.24***		
Authoritarian Leadership		-.18***			-.11**			.16***			-.09*			-.02	
Moral Leadership			.17***			.38***			-.17***			.15***			.30***
R <sup>2</sup>	.11	.12	.11	.16	.04	.15	.02	.04	.04	.05	.03	.05	.12	.05	.15
F	10.25	10.15	9.23	18.72	3.50	18.22	2.25	4.02	4.53	5.33	2.93	4.46	11.23	5.04	15.34
DF	5/484	5/484	5/484	5/484	5/484	5/484	5/484	5/484	5/484	5/484	5/484	5/484	5/484	5/484	5/484

N=490, \* p < .05, \*\* p < .01, \*\*\* p < .001

Variable	OCB															
	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31
<b>Control Variable</b>																
Gender	.02	.01	.03	.02	.02	.39	.02	.01	.03	.01	.02	.05	.02	.01	.04	.01
Age	-.04	-.01	-.04	-.045	-.05	-.02	-.04	-.03	-.03	-.03	-.05	-.05	-.04	-.05	-.06	-.05
Tenure	.26***	.27***	.26***	.25***	.25***	.25***	.26***	.25***	.26***	.26***	.25***	.25***	.26***	.24***	.25***	.25***
Education	.03	.03	.02	.04	.03	-.02	.03	.03	.02	.03	.03	.02	.02	.04	.03	.03
<b>Mediator Variable</b>																
ETHIC_ Caring	.12**				.08*	.10*	.08*									
ETHIC_ Independence		.11*						.08*	.13**	.08*						
ETHIC_ Instrumental			-.10*								-.08*	-.09*	-.08*			
ETHIC_ Compliance				.16***										.12*	.15**	.11*
<b>Independent Variable</b>																
Benevolent Leadership					.17***			.18***			.18***			.16***		
Authoritarian Leadership						-.18**			-.20**			-.18**			-.19**	
Moral Leadership							.14**			.15***			.15***			.13**
R <sup>2</sup>	.09	.08	.09	.09	.09	.10	.10	.10	.10	.09	.10	.09	.10	.10	.11	.09
F	7.81	7.46	7.17	8.75	9.18	9.43	8.05	9.07	9.96	8.34	9.12	8.86	8.10	9.70	10.64	8.77
DF	5/48	5/48	5/48	5/48	6/48	6/483	6/48	6/48	6/483	6/48	6/48	6/483	6/48	6/48	6/483	6/48
	4	4	4	4	3	3	3	3	3	3	3	3	3	3	3	3

N=490, \* p < .05, \*\* p < .01, \*\*\* p < .001

**CONCLUSIONS & DISCUSSION**

In this paper, the subjects of the research were employees of manufacturing industries in central Taiwan and the possible relationship between paternalistic leadership, ethical climate, and organizational citizenship behavior were being explored. The findings guided us to the following conclusion:

First, paternalistic leadership affected organizational citizenship behavior significantly. Benevolent and moral leadership affected organizational citizenship behavior positively. These indicated that the understanding, individualized care, forgiveness and caring under benevolent leadership helped to reinforce organizational citizenship behavior. The impartiality and fairness, establishing an example under moral leadership, helped to reinforce the organizational citizenship behavior of employees. In contrast, authoritarian leadership affected organizational citizenship behavior negatively, meaning that the authority and control under authoritarian leadership tended to hamper organizational citizenship behavior of employees. The findings were congruent with those of previous studies on paternalistic leadership (Chang, He & Gu, 2009; Cheng, Lin, Cheng, Chou, Jen & Farh, 2010), which further reinforced the unique explanation of the effect of paternalistic leadership on the performance of employees.

Second, benevolent and moral leadership affected the ethical climates of caring, independence and compliance positively, which insinuated the pursuit of benevolent leadership manifested in the caring of employees or moral leadership manifested by setting itself as an example for employees who will help to flourish the ethical climate of caring, independence, and compliance in the organization. By contrast, benevolent and moral leadership affected instrumental ethical climate negatively, meaning that the benevolent and moral leadership styles could downplay the development of the instrumental ethical climate of the employees.

Third, authoritarian leadership affected the ethical climate of caring and independence negatively but affected instrumental ethical climate positively, meaning that authoritarian leadership style of supervisors will help to develop instrumental ethical climate of employees.

Fourth, ethical climate significantly affected organizational citizenship behavior. If the climate for interaction between the organization and employees was caring and the organization shows its respect for employees and their contribution, their personal judgment, the morale in the organization will stimulate the trust and identification of employees within the organization, and will be manifested in the exhibition of organizational citizenship behavior as repayment. However, if the organization was under the instrumental ethical climate, employees tended to value their own interest only and the exhibition of organizational citizenship behavior was marginal.

Fifth, ethical climate performed a partial mediating effect between paternalistic leadership and organizational citizenship behavior. A point worth mentioning, was that the ethical climate measurement was based on the Victor & Cullen (1988), which was more relevant with the ethical concept in the western world. The rule of law has a strong value in western culture and has been the primary concern in the political and legal system of the countries in the western world. However, the ethnic Chinese community was characteristic in the countries where the rule of people has been the norm. This was echoed with the traditional Chinese norm that the country should be ruled by high moral standards passed on by the ancient sages for the education of people. Confucianism valued the rule of good people, as public affairs were placed in their hands. The rule of law was indispensable. Yet, the ruler should "set an example for his people or the people will not obey his orders". The mediating effect was partially significant, with perhaps the application of this measurement to the ethnic Chinese environment becoming biased.

## PRACTICAL IMPLICATIONS

From the perspective of management, creating a positive ethical climate in the organization for reinforcing organizational citizenship behavior was one of the vital goals of the leader. From this paper, we see that paternalistic leadership tended to affect the organizational citizenship behavior of employees and the ethical climate of the organization. The findings of the research reminded us that the leaders should stir the ethical climates of caring, independence and compliance and avoid the development of instrument ethical climate.

Different styles of leadership affected the organizational citizenship behavior differently. Further to the motivation of the employees, the most important aspect was the leadership behavior of the supervisors. This leadership behavior must allow for a sense of respect among employees, which will help to trigger organizational citizenship behavior. As such, leaders must adjust or control their emotions at any time, and practice humanized management to the expectation of employees, so that they will sacrifice unconditionally for the organization.

The findings of this study also indicated that ethical climate affected organizational citizenship behavior the most. Human resources management function should be responsible for the development of a positive ethical climate and launch relevant corporate reforms, introduce the proper kind of ethical climate, and allow for top-down consistency in understanding, so that potential morale of the organization could be triggered and organizational citizenship behavior could be reinforced. Leaders should create an ethical climate of caring, including the voluntary care of employees in the workplace and their benefits by the supervisors with the provision of a good welfare system (reasonable salaries, continuing education), and a positive workplace environment. These can help to make employees feel the caring attitude of the company, which in turn will drive them to work harder to achieve the company's goals whilst reinforcing organizational citizenship behavior of their employees. Leaders should also create an ethical climate of compliance thereby establishing a conforming or suitable policy, rules or operation criteria, and require employees to understand related professional codes. The supervisors should also observe the rules and regulations to set an example for their staff. At the same time, leaders should also create an ethical climate of independence, including the granting of a certain level of autonomy and decision latitude for employees, respect the personal judgment of employees, so that they can identify with the company and reinforce organizational citizenship behavior. Yet, leaders should avoid instrument ethical climate, and not make employees feel that the company has encouraged them to seek maximization of personal interest through depriving the interest of others as the first priority. As such, the development of a positive ethical climate in an organization will be an important topic and challenge to the leaders.

## LIMITATIONS

First, this paper just focused on the study of the manufacturing industries in central Taiwan through a questionnaire survey. If the research could be extended to other regions or other industries, or organizations of a different nature, the result may possibly be different. This is an issue that must be worth further exploration in the future.

Second, the political system, economic system, society type, and the directions and degree of overall "modernization" of the regions populated by ethnic Chinese are not the same. As such, different patterns of behaviors and mode of lives in Mainland China, Taiwan, Hong Kong, Macau, Southeast Asia, and other regions of the world, will be exhibited among ethnic Chinese (Yang, 2004). In different ethnic Chinese communities, paternalistic leadership may be manifested in different forms within different gravities.

## SCOPE FOR FURTHER RESEARCH

In the future, studies may be focused on ethnic Chinese communities in different regions by comparison of the intensities of the effect of paternalistic leadership on organizational citizenship behavior and ethical climate of the organization. By then, the findings on the association among the three variables will be more abundant. The exploration of authoritarian leadership in this paper tended to be inclined towards the negative sides of authority and control. In the future, studies may cover the positive aspects of fame and trust, which makes the study on authoritarian leadership more detailed. The dyadic method has been adopted in this paper. The data on organizational citizenship behavior of employees were provided by the supervisors, which may be biased and resulted in deviation from actual organizational citizenship behavior of employees and the perceived organizational citizenship behavior of employees by supervisors. In the future, assessments by supervisors and their colleagues should be covered in the studies. The focus of this paper was the exploration of the relationship between paternalistic leadership, organizational ethical climate, and the organizational citizenship behaviors of employees. In the future, we will include the variables of job satisfaction, tendency to turnover, and organizational commitments to the studies to help better understanding of the effect of paternalistic leadership and ethical climates on the attitudes and behaviors of employees.

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