The Influences of Paternalistic Leadership, Job Stress, and Organizational Commitment on Organizational performance: An Empirical Study of Policemen in Taiwan

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ABSTRACT

Due to the change of society, the development of technology, the cross straight interaction and the internationalization of Taiwan over past decades, police officers faced more severe criminal conditions when they executed their duties. From 2002 to 2006, 103 police officers died and 2,791 police officers were wounded on duty, and 37 were committed suicide, according to the National Police Agency of the Ministry of Interior in Taiwan. This study concludes that paternalistic leadership, job stress, and organizational commitment are significantly influenced on organizational performance. Some suggestions for the study are (a) high-rank officers need to build an integrity and responsive attitude rather than authority to lead subordinates, (b) high-rank officers should create an environment for subordinates to fulfill their own ideal and ambition and make them feel proud, and (c) the police authorities should understand the impacts of job stress on the policemen.

Keywords: paternalistic leadership, job stress, and organizational commitment, organizational performance

INTRODUCTION

Studies in the past years showed that the public considers that the public security is the most important issue of the governmental policies. Therefore, how to maintain the public security is the one of important governmental policies at present. In addition, due to the change of society, the development of technology, the interaction cross strait, and internationalization of Taiwan in past decades, police officers faced more severe criminal conditions when they executed their duty. Police officers are special civil servicemen who carry own weapons to execute their public authority. Moreover, police is the internal force to maintain the national security and social stability of a nation. The National Police Agency of the Ministry of Interior reported that 103 police officers died and 2,791 police officers were wounded on duty, and 37 were committed suicide from 2002 to 2006 (TCPB, 2006). The reasons lie in the job characteristics of police work. The low-rank police officers have to work without schedule and quantity limitation. They have to work with highly dangerous in time and have to take rotating shift from time to time (Lin, 2003). When it is compared with other occupations, police officers have to work under larger stress, and few people really understand their pressures.

Therefore, it is the purposes of the study to understand (a) whether job stress reduction can improve organizational performance, (b) whether paternalistic leadership can promote organizational performance, and (c) whether organizational commitment can increase organizational performance.

LITERATURE REVIEW

Paternalistic Leadership

Some researches on Chinese organizational leadership types identified that paternalistic leadership is a unique leadership style in Chinese organizations. Paternalistic leadership refers that leaders grant favors, set a moral example, and build authority to followers, and it is originated from Confucian's mutual favor, rule by man, and three roles, and it is also contains authoritarian leadership, benevolence leadership, and moral leadership (Wang, 2005). Paternalistic leadership refers a patriarchal leader who owns a powerful authority, and he or she needs to take care and understand subordinates and leads them by moral (Chao & Kao, 2005). Paternalistic leadership integrated the concepts of Confucianism, Legalism, and Family into leadership. The discussion of paternalistic leadership began with Silin's doctoral dissertation in 1960. When Dr. Silin studied the large-scale business enterprises in Taiwan in the end of 1960s, he found that the leadership is very different in comparison with western leadership style, especially in the moral standard and authority strength (Hsu, 2007).

According the study of Cheng, Chou, Huang, Farh, and Peng (2003), benevolent leadership contained behaviors such as individual care and understanding and favor, moral leadership consisted of behaviors such as integrity and fulfilling one's obligations, never taking advantage of others and selfness paragon, and authoritarian leadership comprised behaviors such as powerfully subduing, authority and control, intention hiding, rigorousness, and doctrine. Benevolent leaders will take care, understand, favor, and support subordinates. Therefore, the organizational

performance and commitment of subordinates will be promoted. Moral leaders express high integrity, self-cultivation, devotion to job, and professional ability to subordinates. Therefore, the organizational identification and efficiency can be raised. Authoritarian leaders use power to subdue subordinates which may cause negatively emotional responses and reduce organizational commitment. On the other hand, authoritarian leaders can express their ability to request subordinates to comply with orders and generate a higher performance (Kuo & Chen, 2006).

Tang and Sung (2004) also pinpointed that leadership is related with organizational culture on their study of paternalistic leadership, team value and team commitment. Moreover, Chao and Kao (2005) indicated that leadership is highly related with job stress in their study of the relationship of paternalistic leadership and employees' job stress, and Lin (2006) also found that leadership has certain correlation with performance in the study of relationships among paternalistic leadership, subordinates' responses and performance.

Job Stress

Selye proposed the term, job stress far way back to 1956. He mentioned that stress is a nonspecific physiological response to satisfy physical requirement, and stress can be defined a nonspecific physiological response to any requirement (Selye, 1956). McGrath (1970) identified that stress is a condition when requirement and response are imbalance, and a worse consequence can be raised if the requirement can not be satisfied. Kroes, Margolid and Hurrel (1974) considered that job stress is irregular pressures or burdens from job itself, and it can cause severely psychological and physiological influence on workers. That is, any cause of the state of mind affliction, toughness, and unpleasant feeling from job is job stress. Jamal (1990) considered that job stress is responses adopted from an individual when threats emerge from working environment. Greenberg & Baron (1997) regarded stress is an individual emotional and cognitive response, and physiological interaction to the external pressure sources.

Police work contains tracking criminals and maintaining social orders. Compared with other occupations, police work is a highly pressure occupation. Stearns (1992) pointed out that occupational stressors of the police derives from the public negative attitude, danger and fear of potential risk, tragedy involvement, criminal and judicial system, frustration, role conflict, role ambiguity, police organization itself, internal investigation, boring and lack of physical fitness, shift rotation, and job transfer. Yang (1995) constructed occupational stressors of the police into four dimensions: (a) internal pressures including supervision, promotion, evaluation, on-duty equipment, and working environment, (b) external pressures including the public attitude, lobby to do favors, police image, legal regulations, (c) job itself including job characteristics, work load, time load, and job rotation, and (d) individual factors including personal life, safe, family life, and role conflict. Wang (2004) also proposed that police occupational stressors into four dimensions: internal organization, external organization, job itself, individual factors, and defined job stress as a status which is an interaction of work relative situations that promote individuals' response to adjust. Ma (2007) found that job stress has a significant relation with work performance, and Chiou (2007) conclude that job stress is negatively related to organizational performance. Therefore, job stress can be considered as a psychological and physiological response to job stressors, and it will be negatively related with organizational performance.

Organizational Commitment

Most organizational commitment studies were either antecedent or the consequent studies. The consequent studies were specific on the behaviors of performance, burnout, absence, and turnover, and the findings are almost the same. However, the antecedent studies were still no complete model to compose all variables because of too many variables and complex relationships (Pu, Huang, & Kuo, 1990). In addition, the definition of organizational commitment can be different depending on researchers and construction and validation of models. Buchanan (1974) considered organizational commitment as a partisan, affective attachment, ones' role to the goals and values of an organization. That is, identification, involvement, and loyalty in the organization. Levine (2003) found that organizational commitment can either foster hatred or strengthen confidence depending on individual psychological recognition. Organizational commitment can also promote competitive advantages of one's professional. Mowday, Porter and Steers (1982) divided organizational commitment into three factors: (a) the belief of organizational goal and value acceptance (i.e., value commitment), (b) the willingness to pursue organizational benefit (effort commitment), and (c) the intensive desire of organizational position maintenance (i.e., retention commitment). Chou (2004) found organizational commitment is significantly related to organizational performance. Cheng and Wu (2006) pinpointed that organizational commitment is positive related to organizational performance.

Organizational Performance

A good performance is always an important goal for any enterprise. In broad definition, performance can be defined as an increase of efficiency, efficacy, and working quality in an organization. Lin (2005) identified that organizational performance has three characteristics: (a) measurement and definition depend on situation, (b) measurement can be multi-dimensions, and (c) measurement can be either qualitative or quantitative. Szilagyi and Wallar (1980) also pinpointed that performance is a tool to evaluate whether an organization utilizes its resource effectively and efficiently. In addition, performance can reflect means which an organization adopts to achieve

organizational goals, and can be a direction in helping organizations to appropriate resources in the future (Lin, 2005). In the organizational behavior, performance can be identified by three aspects: efficacy, efficiency, effectiveness, and organizational performance is the core of organizational theories. That is, all conceptualization of organizational properties are related to the essence of organizational performance, and it is the final goal of the rationality of organizational design (Lu, 2005). Organizational performance is a measurement to the degree of the organizational goal achievement. No matter it is leader's behavior, organizational design, organizational culture, process modification or employees' motivation, its final purpose is to improve organizational performance (Shih, 2005).

RESEARCH METHODOLOGY

Research Framework

Based on the literature reviews on above, the research framework is proposed as shown in Figure 1.
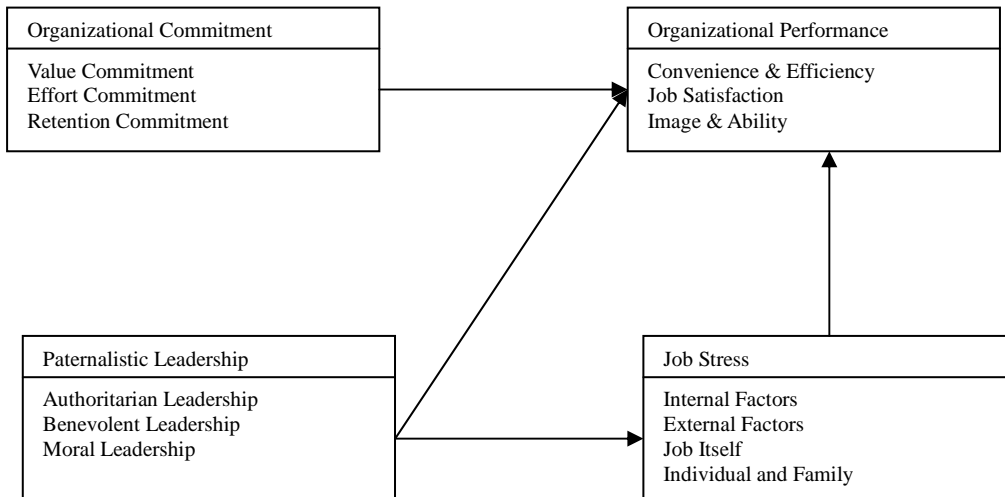
Organizational Commitment		Organizational Performance
Value Commitment Effort Commitment Retention Commitment		Convenience & Efficiency Job Satisfaction Image & Ability

Paternalistic Leadership		Job Stress
Authoritarian Leadership Benevolent Leadership Moral Leadership		Internal Factors External Factors Job Itself Individual and Family

Figure 1. Research Framework

Research Hypotheses

The hypotheses of the study are as follows:
H_1: Paternalistic leadership is negatively related to job stress.
H_2: Paternalistic leadership is positively related to organizational performance.
H_3: Job stress is negatively related to organizational performance.
H_4: Organizational commitment is positively related to organizational performance.
H_5: Job stress will mediate paternalistic leadership and organizational performance.

Research instruments and Sampling

The purpose of the study is to examine the relationship among paternalistic leadership, job stress, organizational commitment, and organizational performance for policemen in Taiwan. Five-point Likert-type scale was used to measure questionnaires from 1-very disagree to 5-very agree. The study modified paternalistic leadership scales of Hsien (2004) to measure benevolent leadership, authoritarian leadership, and moral leadership, job stress scales of Wang (2004) to measure organizational internal pressures, organizational external pressures, job itself, and family factors, organizational commitment scales of Taso (2003) to measure value commitment, effort commitment, and retention commitment, and organizational performance scales of Wu (2003) to measure people's convenience and efficiency, job satisfaction, and image and ability. The research adopted convenience sampling. 500 questionnaires were dispatched to the front line police officers in Tainan area in the southern Taiwan. 413 questionnaires were collected in total. Excluding 17 invalid questionnaires, the effective response rate was 79%.

The study applied Cronbach's α to assess the reliability of four constructs and their dimensions including paternalistic leadership, job stress organizational commitment, and organizational performance, and the results of four constructs were 0.59, 0.71, 0.88, and 0.88 respectively. The rotation sums of squared loadings of survey items of paternalistic leadership, job stress, organizational, and organizational performance were all greater than 63% (See Table 1).

Table 1. Factor Analysis and Cronbach's α Value

Component	Survey Items	Rotation Sums of Squared Loadings (Cumulative, %）	Cronbach's α
Paternalistic Leadership (PL)	12		0.5925
PL-Authoritarian Leadership	3	63.182	0.7063
PL- Benevolent Leadership	4	76.754	0.8988
PL-Moral Leadership	3	73.304	0.9074
Job Stress (JS)	12		0.7052
JS-External Pressures	3	70.163	0.8196
JS-Internal Pressures	3	67.848	0.7781
JS-Job Itself	3	65.887	0.7608
JS-Individual and Family	3	78.856	0.7867
Organizational Commitment (OC)	10		0.8751
OC-Value commitment	4	73.496	0.8784
OC-Effort commitment	3	79.080	0.8674
OC-Retention commitment	3	78.156	0.8557
Organizational Performance (OP)	11		0.8839
OP- Convenience and Efficiency	3	64.587	0.7399
OP- Job Satisfaction	5	80.865	0.8646
OP-Image and Ability	3	63.032	0.8014

DATA ANALYSIS AND RESULT

Correlation Analysis

As shown in Table 2, authoritarian leadership is positive correlated with image and ability (r=.144) and is negatively correlated with job satisfaction (r = -.117) and convenience and efficiency (r=-.131). Benevolent leadership is positively correlated with all three organizational performance factors image and ability, job satisfaction, and convenience and efficiency (r=.178, r=.393, r=.355). Moral leadership shows insignificantly correlated with organizational performance factors. This could mean that integrity or moral of leaders has no relationship with subordinates' performance.

External pressures have no relation with organizational performance. It can refer that job stressors of the police are from internal sources rather than from external sources. The internal pressures are negatively correlated with job satisfaction (r=-109) and convenience and efficiency (r=-.111). Job itself is negatively correlated with job satisfaction (r=-.166) and convenience and efficiency (r=-.156). Individual and family factors are negatively correlated with job satisfaction (r=-155) and convenience and efficiency (r=-.186). Image and ability show no correlation with all organizational performance factors. It could refer that the public image and ability has nothing to do with the police performance.

Value commitment is positively correlated with image and ability (r=.487), job satisfaction (r=.487), and convenience and efficiency (r=.419). It can refer that the higher value commitment, the higher the organizational performance. Effort commitment is positively correlated with image and ability (r=.269) and job satisfaction (r=.141), and has no correlation with convenience and efficiency. This could refer that effort commitment in the organization from policemen may not increase service efficiency to the public. Retention commitment is positively correlated with image and ability (r=.492), job satisfaction (r=.504), and convenience and efficiency (r=.462). It can infer that police officers' retention commitment can improve organizational performance.

Individual and family factors are insignificantly correlated with paternalistic leadership (authoritarian leadership, benevolent leadership and moral leadership). It may refer that paternalistic leadership has no relationship with individual and family pressure factors. However, the higher authoritarian leadership is, the high subordinates' stress is as the results showed that authoritarian leadership is positively correlated with job itself (r=.337) and internal pressures (r=.788). Benevolent leadership is positively correlated with external pressures (r=.148) and is negatively correlated with internal pressures (r=-.333). Moral leadership is negatively correlated with job itself (r=-.232) and internal pressures (r=-.685).

Table 2. Correlation Analysis

	13	12	11	10	9	8	7	6	5	4	3	2	1
Authoritarian Leadership	.144**	-.117*	-.131**	.025	.204**	.024	.081	.337**	.788**	.055	-.774**	-.384**	1
Benevolent Leadership	.178**	.393**	.355**	.239**	.059	.340**	.054	-.062	-.333**	.148**	.316**	1	
Moral Leadership	-.059	.097	.094	-.002	-.207	-.005	-.007	-.232**	-.685**	.022	1		
External Pressures	.074	.039	.020	.052	.070	.045	.363**	.417**	.020	1			

Internal Pressures	.042	-.109*	-.111**	-0.45	.150**	-.032	.089	.242**	1
Job Itself	-.021	-.166**	-.156**	-.059	.181**	-.056	.491**	1	
Individual and Family Factors	-.055	-.155**	-.186**	.-159*	.067	-.079	1		
Value Commitment	.487**	.487**	.419**	.572**	.377**	1			
Effort Commitment	.269**	.141**	.070	.300**	1				
Retention Commitment	.492**	.504**	.462**	1					
Convenience and Efficiency	.445**	.686**	1						
Job Satisfaction	.477**	1							
Image and Ability	1								

*P<0.05, **P<0.01, ***P<0.001

Regression Analysis

The results of regression analysis are shown in Table 3, paternalistic leadership ($\beta=-0.200$, p<0.001) is significantly and negatively related to job stress. Therefore, Hypothesis one (H_1) is supported. Paternalistic leadership ($\beta=0.191$, p<0.001) is positively and significantly related to organizational performance. Therefore, hypothesis two (H_2) is supported. Job stress ($\beta=-0.140$, p<0.01) is negatively and significantly related to organizational performance. Therefore, hypothesis three (H_3) is supported. Organizational commitment ($\beta=0.577$, p<0.001) is positively and significantly related to organizational performance. Therefore, hypothesis four (H_4) is supported.

Table 3. Regression Analysis of Paternalistic Leadership, Job stress, Organizational Commitment and Organizational Performance

	β	R^2	t	F	Sig.
Paternalistic leadership to organizational performance	0.191***	0.034	3.860	14.900	0.000
Job stress to organizational performance	-0.140*	0.017	-2.802	7.849	0.005
Paternalistic leadership to job stress	-0.200***	0.037	-4.031	16.252	0.000
Organizational commitment to organizational performance	0.577***	0.331	14.028	196.782	0.000

*P<0.05, *P<0.01, ***P<0.001

Mediating Test

Baron & Kenny (1986) argued that three conditions must hold to establish mediation: first, the independent variable must be shown to affect the dependent variable in the first equation; second, the independent variable must affect the mediator in the second equation; and third, the mediator must affect the dependent variable in the third equation. If these conditions all hold in the predicted direction, then the effect of the independent variable on the dependent variable must be less in third equation than in the second. Perfect mediation holds if the independent variable has no effect when the mediator is controlled.

Therefore, to test Hypothesis five (H_5), a regression analysis needs to examine whether job stress has mediation effect between paternalistic leadership and organizational performance. First, the study let organizational performance as dependent variable, and paternalistic leadership and job stress are independent variables. The results showed that paternalistic leadership ($\beta=0.191$, p<0.001) and job stress ($\beta=-0.140$, p<0.01) are both significantly related to organizational performance. Second, the study let job stress as dependent variable, and paternalistic leadership is independent variable. The result indicated that paternalistic leadership ($\beta=-0.200$, p<0.001) is significantly related to job stress. Third, job stress added to paternalistic leadership and regressed with organizational performance. The results indicated that β value of paternalistic leadership is reduced from 0.191 to 0.171, and both paternalistic leadership and job stress are significantly related to organizational performance. Therefore, Hypothesis five (H5) is supported. Job stress provides a partial mediation effect between paternalistic leadership and organizational performance.

Table2. Regression Analysis of Paternalistic Leadership and Job Stress on Organizational Performance

Variables	Model 1		Model 2	Model 3
	Organizational Performance	Organizational Performance	Job Stress	Organizational Performance
Paternalistic Leadership	0.191*** (0.000)	--	-0.200*** (0.000)	0.171*** (0.001)
Job Stress	--	-0.140* (0.005)	--	-0.106* (0.036)
Adj. R^2	0.034	0.017	0.037	0.043
F-value	14.900	7.849	16.252	9.753

P<0.05, **P<0.01, ***P<0.001

CONCLUSION AND SUGGESTION

The results of this empirical study show that paternalistic leadership, organizational commitment, job stress are all significantly related to organizational performance. Therefore, an organization may adopt paternalistic leadership, emphasize on organizational commitment, and try to reduce workers' job stress to increase organizational performance. Tang and Sung (2004) concluded that paternalistic leadership can obtain subordinates' recognition, and it will improve their work attitude, and their work performance. Cheng and Wu (2006) also found that organizational commitment is positively related to organizational performance. In addition, if leaders can take subordinates' life, safe, family life, and role conflict for granted, it can help them to reduce their job stress. The study also found that job stress has a partial mediation effect between paternalistic leadership and organizational performance. The result suggests that organizational performance can be improved if leader can lessen employees' stress.

The study also suggests the followings: (a) high rank police officers need to set up an integrity and fully responsible attitude toward subordinates. They should not take advantages of subordinates, and they should threat their subordinates not only with authority but also with care and with understanding (i.e. benevolent leaders), (b) high rank police officers should make front line officers feel that police job can fulfill their ideal and ambition, and feel very proud, (c) The police authorities should face up to the impacts of job stress onto the front line policemen. They should design a humanized working environment to reduce the pressures of the front line policemen either from job itself or from duty and leave arrangement.

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