

Discussion on the Relationship between Paternalistic Leadership and Employee Voice Behavior

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Abstract: Employees' positive opinions on improving the organization can promote the development of the organization and improve the performance of the organization, but the behavior of suggestion is a kind of behavior that challenges the status quo, and there is a certain risk. Thoughts such as Dao have suppressed the suggestions and suggestions of employees to a certain extent. In addition, related research finds that leadership style is an important factor affecting employee speech behavior, and different leadership styles have different effects on employee speech behavior. The author believes that the process and mechanism of the Chinese paternalistic leadership model influencing employees' speech behavior is a question worthy of research and discussion in theoretical circles and management practice. Therefore, a review of the relationship between paternalistic leadership styles and employee counselling behaviors has been conducted through a large literature review.

The Relationship between Paternalistic Leadership and Employee Voice Behavior

Based on relevant research literature at home and abroad and related theories of social exchange, self-consistency and organizational humanization, the research direction is established, that is, to study the influence of paternalistic leadership on voice behavior and its mechanism from the perspective of employees' ego and psychological security.

Theoretical Basis.

(I)Social Exchange Theory. The concept of social exchange and reciprocity norm theory are important parts of social exchange theory. Both social exchange and reciprocity normative theories believe that individuals will positively repay their benefactors, and that individuals establish connections with others in order to obtain maximum personal benefits [1].

Blau (1964) first began to study social exchange theory, believing that people's feelings about interpersonal relationships depend on their perception of the benefits and costs of the relationship, their perception of what kind of relationship they get, and their perception of the possibility of getting a better relationship from others. According to the social exchange theory, the degree to which people perceive a relationship as positive or negative depends on : (1) the benefits they get from the relationship; (2) the cost of the relationship; (3) what kind of relationship they deserve and how likely they are to have a better relationship with others. The basic concepts of social exchange theory are benefit, cost, result and comparison level [2]. Blau recognizes that expectations about the rewards of a particular exchange relationship are set by norms. All exchange relations can be divided into two types: economic exchange and social exchange. Economic exchange is based on the calculation of gains and losses, which will affect the exchange behavior of both sides. The essence of social exchange relationship is based on trust and goodwill. The giver does not consider the immediate interests, but expects the other party to fulfill obligations in the future. This relationship, based on mutual benefit, sometimes goes beyond a clearly defined contractual relationship. It can be seen that economic exchange has short-term characteristics, while social exchange based on trust and win-win has long-term characteristics.

Sociologist Gouldner (1960) believed that reciprocity norm means that people should return to

those who have helped them, or not hurt those who have helped them. The norm of reciprocity is essentially a universal moral principle rooted in the process of social exchange. According to Gouldner, this norm is common, for example, in the belief that people return favors by sending out questionnaires and requests with small gifts or personalized bookmarks. Politicians know that if someone gives a favour to another, he can expect to receive it later. Sometimes it seems that someone is giving more than they are getting, but in the long run, the trade-off is balanced. In all these interactions, acceptance without return is a violation of the reciprocity norm [3].

(II)Organizational Personification. Levinson proposed the idea of organizational humanization, believing that employees regard the organization as a person, endow the organization with corresponding personality characteristics based on the characteristics of organizational agents (i.e. leaders and managers), and deal with the organization through the mode of communication with people. Employees often interpret the actions of organizational agents as the will of the organization, rather than merely the expression of the agent's personal motivation. The behavior of agents is often supported by the laws, standards, and culture of the organization. Based on organizational anthropomorphic point of view, the staff will be his direct supervisor as the organization's agent, agent's behavior is often seen as organizations, employees will be competent for their supporting or not supporting measures, as a measure of whether the organization values their contribution and whether to pay attention to their happiness, their perceived from organization agent whether good or bad treatment as organizations like their signal [4].

(III)Self-consistency Theory. Social psychology views the self as a symbolic structure that everyone possesses. Self-concept is self-knowledge, in other words, our understanding of who we are. Self-concept includes not only the self-schema of what we are, but also what we might be -- our possible selves. Self-schema, once formed, powerfully affects how we process social information about ourselves and how we perceive, recall, and evaluate others and ourselves. At the same time, self-concept is changeable and dynamic, and it varies according to the situation, the type of behavior of self-evaluation, and the culture. The beliefs and values of cultures and groups deeply influence how individuals see themselves and their future. Burns, in self-concept development and education, argues that an individual's self-concept is one that is important in external circumstances, especially in some cases

When a person (such as a parent, boss, teacher, etc.) exerts influence on the individual, the individual's self-concept will play a positive role once generated. One of the main psychological functions of self-concept is that individuals tend to maintain the internal consistency of their own thoughts, emotions and behaviors, and act and interpret behaviors in the way of maintaining self-consistency. In a sense, self-consistency is the intrinsic requirement of self-concept itself.

Many studies have revealed the relationship between attitude and behavior, but the relationship is not consistent. At the intuitive level, attitudes and behaviors are expected to be consistent, and this assumption leads to the consistency theory. In social psychology, the consistency theory refers to that people try to keep consistent with self-evaluation, life environment and interpersonal relationship. If people's attitude is inconsistent with their behavior, they will feel uncomfortable, which will prompt them to re-establish some form of balance or consistency between attitude and behavior [5].

Lecky proposed the self-consistency theory in 1945, believing that people have the motivation to prove their self-concept, whether it is negative or positive. He emphasized the importance of self-consistency and stability as the need for individuals to adjust and maintain self-concept according to self-system. Rogers once accepted this view as the basis for good integration without self-confusion and fragmentation. Only later did he put more emphasis on the need for self-improvement to maintain positive messages. This theory holds that people are willing to absorb views consistent with their past experience or self-evaluation, avoid or reject views inconsistent with self-evaluation or causing individual anxiety, in order to maintain their self-concept [6]. According to self-consistency theory, people always maintain the consistency between their beliefs, attitudes and behaviors, and the lack of consistency creates tension for them and drives people to eliminate it. The theory also points out that in dissonance situations, people with high self-esteem

experience greater dissonance and more intense tension than people with low self-esteem, so they are more likely to change their attitude or behavior [7].

Relationship Discussion.

According to the social influence theory, whether people obey or comply is related to the number, authority (status, knowledge, power, etc.) and distance of influential others [8]. At the same time, the boss has the right to pay, promote and distribute work to subordinates, as well as the right to reward and punish, making the boss's behavior an important determinant of whether the subordinates make a certain behavior [9]. Burns (1978), based on maslow's hierarchy of needs theory, studied how to change an organization's original values, organizational culture, interpersonal relations and behavior patterns through the role of leadership, and believed that "leadership is an evolutionary process of mutual influence between the leader and the led". As for the voice behavior of subordinates, since this kind of behavior involves sharing one's own ideas with the boss in order to focus the attention and resources of the organization or department on the pointed problem, and the boss is the object of voice behavior, leadership behavior plays a crucial role in the voice behavior process.

Under the framework of fiedler's contingency model, authoritarian leaders of paternalistic leadership focus on "task orientation", focusing on task completion and how to ensure the work is completed. When dealing with others, they prefer to use relatively few affective factors and more instrumental elements. Benevolent leadership and virtuous leadership focus on "relationship orientation", most concerned about establishing good interpersonal relationship with subordinates, loved by subordinates, like to use relatively more emotional factors and less instrumental elements in dealing with others. From this perspective, authoritarian leadership may lead to high employee performance, but may inhibit the occurrence of employee voice behavior; However, benevolent leadership and virtuous leadership may promote the occurrence of employee voice behavior.

Authoritarian leaders emphasize that their authority is absolute and unchallengeable. They exert strict control over their subordinates and require them to obey without reserve, which may cause them to have rebellious psychology, be passive and slack, and not show positive extra-role behaviors such as voice behavior. At the same time, affected by the traditional culture and organizational climate and national character "authority orientation makes staff under the leadership of the authoritarian show interest harmony and follow the tendency of power distance, surface for good results negative expectations, cause when they could not agree with the superior reluctant to fully express their different opinions [10], on the choice of solutions are more likely to compromise.

Benevolent leaders emphasize individual care and provide help, guidance and motivation to their subordinates. All the efforts of leaders revolve around exchanging their limited resources for more resources of their subordinates, and they tend to build closer ties with more subordinates. According to social exchange theory, due to the existence of an intangible and unspecified reciprocal responsibility, when one party benefits the other party, the beneficiary party will feel obliged to repay the benefactor at some time in the future, no matter in what form [11]. It is this kind of reward psychology or reciprocity perception that subordinates are more willing to show proactive work behaviors to repay the leader in order to express their reciprocal responsibility and support for the leader, such as actively putting forward ideas related to the interests of the organization to show kindness to the superiors.

Moral leaders should set up the personal image of being upright, responsible, selfless and not greedy for petty gain, lead by example, lead by virtue, show personal integrity or accomplishment level higher than subordinates, and subtly influence employees to perform extra-role behaviors such as voice behavior in order to achieve organizational goals. Similar studies have found that in the development of leader-follower relationships, leaders with honesty, integrity and a high level of ethical standards can build trust and a healthier work environment, thus promoting employee voice behavior [12]. Ethical leadership significantly affects the voice behavior of followers [13]. At the same time, attaching importance to moral cultivation is one of the important contents of Confucian culture. In the new era, "integrity and ability" is the general requirement for talents, which shows

how important a person's moral quality is. If a leader's virtue is not recognized by his subordinates, then no one will listen to his leadership. Even if employees have to listen to him because of their power and status, no one will be willing to work under such a leader all the time, let alone show such extra-role behaviors as organizational citizenship behavior and voice behavior.

Some studies have found that the paternalistic leadership with Chinese cultural characteristics is similar to transformational leadership, the "individual care" in benevolent leadership is similar to the "personalized care" in transformational leadership, and the "integrity and responsibility" in moral leadership is similar to the "charisma" in transformational leadership. Since the literature shows that transformational leadership can promote employees' voice behavior, and paternalistic leadership is similar to transformational leadership in many aspects, it can be inferred that benevolent leadership and virtuous leadership should be positively correlated with subordinates' voice behavior.

In the context of Chinese enterprises, establishing and maintaining a good "relationship" with employees, that is, a good "interpersonal relationship", is necessary for the successful management of employees. Employees' perception of different dimensions of paternalistic leadership may create different levels of leadership-membership quality (LMX), and thus have different effects on employee voice behavior. Lu juncheng (2007) found that benevolent leadership has a positive effect on leader-member exchange relationship quality (LMX), while authoritarian leadership has a significant negative effect on LMX ^[14]. Lin gongsheng (2006) believes that the leadership of deutsche bank has a significant positive effect on LMX ^[15]. On the basis of the theory of leader - member exchange and mutual benefit principle, in the low quality of exchange relationship, confined to the leader and staff on the formal authority relationships, subordinates tend to only do some role in the work, is likely to contain their advice behavior, for example, even if there is the idea of improving working also don't say out but remain silent, sit back issues or loss occurred in the organization, and to "return" organization and their agents, to keep the balance of the exchange relationship; In a high-quality exchange relationship, a relationship of mutual trust, support and reciprocity will develop between superiors and subordinates beyond the boundaries of formal authority, and subordinates are often more willing to provide new ideas to supervisors or organizations on issues such as improving process, product and service quality, and actively voice their opinions in the communication process.

(1) the relationship between the benevolent dimension of paternalistic leadership and voice behavior. Benevolent leadership emphasizes the individual care of the employee from the superior, giving the employee fatherly care, and doing everything possible to provide the employee with various resources and opportunities for growth. The "personalized care" of transformational leadership can promote employees' advice behavior, many studies have confirmed that the paternalistic leadership "individual care" and "personalized care", based on the principle of reciprocity, facing the leadership of care, employees out of gratitude, with the development of the organization as own duty, advise to promote organization to move forward. Therefore, benevolent leadership can also promote the voice behavior of employees.

(2) the relationship between the moral dimension of paternalistic leadership and voice behavior. Zheng xiaotao, ke jianglin and shi jintao et al. ^[16] confirmed that the higher the degree of trust employees have in the organization, the more their Suggestions are valued by superiors and the organization, and the more likely employees are to put forward Suggestions based on their own knowledge and findings on work. Wong et al. found that superiors with high ethics can establish a healthier organizational environment and an atmosphere of trust to promote employee voice behavior.

Based on the theory of social learning, the behavior of leaders is often the reference object for employees. Moral leadership through establishing a fair and selfless image, leading by example, with their own words and deeds to influence employees, enhance the trust between leaders and employees. Therefore, there is a positive correlation between moral leadership and voice behavior.

(3) the relationship between authoritarian dimension of paternalistic leadership and voice behavior. Authoritarian leaders require subordinates to obey them absolutely and use strict means

and methods to manage employees. Once employees fail to complete tasks within the prescribed time, they will be severely reprimanded. In such a leadership style, if employees voice behavior is to challenge the absolute authority of their superiors, they may face the risk of being scolded by their superiors and ostracized by their colleagues. Zheng believes that employees tend to behave in a submissive and submissive manner when faced with an authoritarian leader. Even if they have their own ideas, they will not raise them easily in the workplace. Authoritarian leaders tend to keep information to themselves rather than share it with their employees. They simply tell them what needs to be done, and there is no room for dissent.

Wei xin and zhang zhixue believe that Chinese society generally focuses on harmony. Even if employees have their own ideas about the operation of an organization, they will obey the status quo and keep silent due to negative expectations of the results of voice behavior. In the Chinese context, organizations are generally characterized by distinct hierarchy and high power distance. Employees are accustomed to accept the leadership of their superiors instead of expressing their own Suggestions. From this point of view, authoritarian leaders will inhibit the generation of voice behavior.

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