

The Mediating Role of Engagement and Culture in the Relationship Between Paternalism, Organizational Identification, and Voice Behavior

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Abstract

This study investigates the mediating effects of work engagement and organizational culture on the relationships between paternalistic leadership, organizational identification, and voice behavior among managers in Jordanian shareholding industrial companies. The research population comprises 3,612 top and middle-level managers across 239 companies, as identified through data from the Jordanian Ministry of Industry and Trade. A large enterprise is defined as having 500 or more employees. Employing a stratified random sampling technique, a minimum required sample size of 347 managers was determined. Of the 400 distributed questionnaires, 347 were returned, and 318 were deemed valid for analysis, resulting in a usable response rate of 79.5%. The study applied a quantitative research design and utilized Partial Least Squares Structural Equation Modeling (PLS-SEM) through SmartPLS software for data analysis. The results of the study revealed several significant relationships. First, paternalistic leadership was found to have a positive and direct effect on both organizational identification and voice behavior. Additionally, cultural values demonstrated a significant and positive direct influence on organizational identification as well as on voice behavior. Similarly, work engagement exhibited a positive and direct impact on organizational identification and voice behavior. Moreover, the study identified important mediating effects. Cultural values

were shown to mediate the positive relationship between paternalistic leadership and organizational identification, as well as between paternalistic leadership and voice behavior. Likewise, work engagement served as a mediator in the relationship between paternalistic leadership and both organizational identification and voice behavior, reinforcing the role of engagement in strengthening leadership outcomes.

Keywords: Paternalistic leadership, voice behavior, engagement, culture, organizational identification

Introduction

The dynamics between paternalistic leadership, organizational identification, employee engagement, and voice behavior have become a significant area of research, particularly in contexts where hierarchical and collectivist cultures dominate. Paternalistic leadership, characterized by a leader's authoritarian yet benevolent approach, has been recognized for its impact on employee behavior and organizational outcomes, especially in collectivist societies (Cheng et al., 2004). In regions like Jordan, where hierarchical structures are prevalent in many organizations, particularly in shareholding industrial companies, paternalistic leadership is often seen as a guiding force that not only dictates rules but also demonstrates concern for employee well-being, thus fostering loyalty and identification with the organization (Gelfand et al., 2017).

Recent studies suggest that organizational identification, or the degree to which employees align their values with their organization, is a critical outcome of paternalistic leadership. This alignment increases employees' willingness to engage in behaviors that contribute to organizational improvement, such as voice behavior. Voice behavior refers to employees expressing constructive ideas, suggestions, or concerns aimed at improving the organization (Morrison, 2014). However, the relationship between paternalistic leadership and voice behavior is not direct; it is mediated by factors like employee engagement and cultural values.

Employee engagement, which reflects the level of emotional commitment employees have towards their work and organization, plays a pivotal role in enhancing voice behavior (Shin & Choi, 2022). Engaged employees are more likely to feel connected to the organizational mission and are more inclined to voice their opinions, as they feel a sense of responsibility for the organization's success (Bakker & Demerouti, 2017). In contrast, disengaged employees tend to remain silent, even when they have valuable insights, which can stifle innovation and organizational growth.

Cultural values play a vital role as a mediator in the relationship between paternalistic leadership and voice behavior. In cultures that foster

open communication and support, employees are more inclined to share their opinions, even within a paternalistic leadership framework. These cultural values influence employees' perceptions of whether expressing their views is appropriate and affect their sense of safety and encouragement when speaking up (Detert & Burris, 2007). For instance, cultures that prioritize transparency and open dialogue can promote the sharing of ideas and concerns, whereas cultures that stress adherence to authority and compliance may discourage such behaviors (Gelfand et al., 2017).

In Jordanian shareholding industrial companies, which often feature centralized decision-making and hierarchical structures, paternalistic leadership can have both positive and negative effects on employee engagement and voice behavior. On the one hand, paternalistic leaders may create a supportive work environment that fosters organizational identification and engagement, encouraging employees to share their ideas and concerns. On the other hand, if employees perceive the leadership style as overly controlling or condescending, it may lead to lower engagement and reduced voice behavior (Gupta & Kumar, 2023).

Paternalistic leadership and organizational identification in Jordanian shareholding industrial companies are intertwined aspects that significantly influence organizational dynamics and employee behaviors. Organizational identification is pivotal in fostering a sense of belonging and loyalty among employees towards their organization (Pellegrini et al., 2010). It influences their commitment and willingness to align their personal goals with the company's objectives, which is particularly significant in Jordanian industrial settings where cultural values often emphasize collective goals and stability (Ötken & Cenkeci, 2012).

In Jordanian shareholding industrial companies, paternalistic leadership and organizational identification are integral components of cultural values and employee engagement. By understanding the dynamics between these elements and adapting leadership practices to align with cultural norms and organizational goals, leaders can effectively promote a cohesive and committed workforce. Balancing the supportive aspects of paternalistic leadership with opportunities for employee autonomy and growth is essential for maximizing organizational identification and fostering a positive work environment.

Voice behavior is essential for organizational development as it involves employees voluntarily expressing suggestions, concerns, or opinions regarding work processes and organizational improvement (Wu & Tsai, 2012). In Jordanian shareholding industrial companies, encouraging voice behavior can lead to enhanced innovation and adaptation to market changes (Cheng & Wang, 2015).

Engagement among employees reflects their level of enthusiasm, dedication, and involvement in their work and organizational goals (Guchait et al., 2016). It plays a crucial role in shaping employee behaviors and their willingness to contribute beyond their prescribed roles, which is pertinent in the context of Jordanian industrial firms striving for sustainable growth and competitiveness (Göncü et al., 2014).

Understanding the complex interactions between paternalistic leadership, organizational identification, voice behavior, and engagement is essential for fostering a positive and productive work environment in Jordanian shareholding industrial companies. Leaders can leverage these relationships to cultivate a culture that values employee contributions, promotes organizational identification, and enhances overall employee engagement. By nurturing these aspects, organizations can achieve higher levels of innovation, employee satisfaction, and organizational effectiveness.

Culture within Jordanian shareholding industrial companies encompasses shared values, norms, and practices that guide interactions and decision-making processes (Zhang et al., 2015). It influences how paternalistic leadership is perceived and how employees identify with the organization, impacting their engagement levels and willingness to voice their opinions (Fehr & Gelfand, 2012). Understanding the cultural context is essential for effective leadership in Jordanian shareholding industrial companies. Paternalistic leadership practices should be adapted to align with cultural norms and expectations, balancing the benefits of support and guidance with the need for fostering independent thinking and innovation.

This study aims to explore how engagement and culture mediate the relationships between paternalism, organizational identification, and voice behavior, specifically within Jordanian shareholding industrial companies. By examining these dynamics, the research seeks to provide insights into how leadership styles and cultural values shape employee behaviors and organizational outcomes in this specific context.

Problem Statement

In Jordanian shareholding industrial companies, understanding the interplay between paternalistic leadership, organizational identification, voice behavior, engagement, and culture is crucial for optimizing organizational dynamics and fostering a conducive work environment. Despite the significance of these factors, the specific relationships and mediating roles of engagement and culture remain underexplored in this context.

Paternalistic leadership, characterized by leaders making decisions based on paternal concern for their employees, may impact how employees perceive their roles and their identification with the organization (Alqhaiwi,

2023). This style of leadership could either encourage or inhibit employees' willingness to engage in voice behavior—voluntarily expressing ideas or concerns to improve organizational processes (Khan & Gul, 2020).

Organizational identification plays a pivotal role in fostering employee commitment and alignment with the company's goals and values (Judeh, 2020). Understanding how organizational identification influences voice behavior can provide insights into promoting a culture where employees feel valued and empowered to contribute to organizational success (Mohammad et al., 2022).

Employee engagement, reflecting the level of enthusiasm and commitment towards their work and the organization, likely mediates these relationships (Judeh, 2020). Engaged employees are more likely to identify with the organization and participate in voice behavior, thereby influencing organizational outcomes positively (Khan & Gul, 2020).

Cultural values, encompassing shared beliefs, norms, and practices, significantly influence employees' behaviors and perceptions of leadership (Alqhaiwi, 2023). Examining how culture moderates the connections between paternalistic leadership, organizational identification, and voice behavior can shed light on the contextual factors shaping these dynamics in Jordanian shareholding industrial companies (Suifan et al., 2020).

There is a lack of in-depth studies examining how paternalistic leadership manifests within the unique cultural and organizational context of Jordanian shareholding industrial companies. Understanding the nuances of how paternalistic behaviors are perceived and enacted in these settings is crucial for effective leadership practices.

Although cultural values are widely recognized as influential, there is a notable research gap regarding their specific mediating role in the relationships between paternalistic leadership, organizational identification, voice behavior, and engagement within Jordanian shareholding industrial companies. Investigating how cultural values and norms influence these dynamics can offer valuable insights into organizational behavior and its contextual nuances.

Therefore, this study seeks to address these gaps by examining how engagement and culture mediate the relationships between paternalism, organizational identification, and voice behavior in Jordanian shareholding industrial companies. By doing so, it aims to provide actionable insights for leaders and managers to enhance organizational effectiveness, employee satisfaction, and innovation within these organizations.

Research Questions

For the present study, the research questions that the study aims to answer are:

1. What is the impact of Paternalistic Leadership on organizational identification among managers in companies?
2. What is the impact of Paternalistic Leadership on voice behavior among managers in companies?
3. What is the impact of cultural values on organizational identification among managers in companies?
4. What is the impact of cultural values on voice behavior among managers in companies?
5. What is the impact of work engagement on organizational identification among managers in companies?
6. What is the impact of work engagement on voice behavior among managers in companies?
7. Do Cultural values mediate the relationship between Paternalistic Leadership, organizational identification, and voice behavior among managers in companies?
8. Does work engagement mediate the relationship between Paternalistic Leadership, organizational identification, and voice behavior among managers in companies?

Objectives of The Study

This study is principally aimed to investigate the effects of Paternalistic Leadership on organizational identification and voice behavior among managers in companies. The specific objectives include the following:

1. To investigate the impact of Paternalistic Leadership on organizational identification among managers in companies.
2. To examine the impact of Paternalistic Leadership on voice behavior among managers in companies.
3. To investigate the mediating role of cultural values on the relationship between Paternalistic Leadership, organizational identification, and voice behavior among managers in companies.
4. To investigate the mediating role of work engagement on the relationship between Paternalistic Leadership, organizational identification, and voice behavior among managers in companies.

Literature Review

The Effect of Paternalistic Leadership and Organizational Identification

Cheng et al. (2004) found that paternalistic leadership is positively correlated with organizational identification, especially in collectivist cultures where hierarchy and loyalty are emphasized. The authors highlighted that the combination of authority and benevolence leads employees to develop strong emotional bonds with their organization. Jia et

al. (2021) further supported this finding by demonstrating that paternalistic leadership positively influences organizational identification through its benevolent and ethical dimensions, which foster a supportive work environment and create strong employee attachment to the organization.

Gupta & Kumar (2023) also discovered that paternalistic leadership positively influences organizational identification by enhancing employee engagement and fostering a cultural environment based on loyalty, trust, and fairness. Similarly, Kim & Choi (2023) observed that in collectivist settings, paternalistic leadership strengthens organizational identification by promoting ethical behavior and aligning employee values with organizational goals. Their study confirmed that paternalistic leadership cultivates a culture of mutual respect and commitment, thereby reinforcing employees' connection to the organization.

Moreover, Van Dick et al. (2018), prominent researchers in organizational psychology, point out that the effects of the three dimensions of paternalistic leadership on organizational identification should be investigated. This suggests that while authoritarian leadership may have detrimental effects, other dimensions of paternalistic leadership could potentially foster a positive social identity and enhance organizational identification. Further research is needed to explore these dynamics comprehensively. On this basis, this study proposes the following hypotheses:

Hypothesis 1: Paternalistic Leadership has a significant positive impact on organizational identification among managers in companies.

The Effect of Paternalistic Leadership and Voice Behavior

Cheng et al. (2004) found that paternalistic leadership positively influences employees' willingness to voice their concerns and ideas, particularly when leaders exhibit both benevolence and ethical behavior. Employees are more likely to speak up when they perceive their leaders as fair and caring. Jia et al. (2021) highlighted that paternalistic leadership encourages voice behavior through the creation of a supportive work environment, especially when leaders exhibit moral behaviors such as fairness and respect. The study suggests that employees feel more comfortable offering suggestions and feedback when they trust that their leader will listen and act on their behalf.

Studies conducted in different sectors to examine the relationship between paternalistic leadership and employees' voice behavior have shown that there is a positive relationship between paternalistic leadership and employees' voice-making behavior (Nal, 2020; Liu & Wang, 2023; Özyılmaz & Oral Ataç, 2019). These findings suggest that when leaders adopt a paternalistic approach, characterized by a combination of authority,

benevolence, and moral integrity, employees are more likely to feel empowered and supported in expressing their opinions and suggestions. This positive relationship highlights the potential of paternalistic leadership to create an environment where employees feel valued and confident to contribute their ideas, ultimately benefiting the organization through increased innovation and problem-solving. Accordingly, this study advances the following hypothesis:

Hypothesis 2: Paternalistic Leadership has a significant positive impact on voice behavior among managers in companies.

The Effect of cultural values on Organizational Identification

Van Knippenberg & Sleebos (2006) found that cultural values have a strong positive effect on organizational identification. Their study revealed that employees who perceive their organization's culture as supportive, inclusive, and aligned with their personal values tend to have a stronger identification with the organization. Schein (2010) emphasized that culture is a key determinant of organizational identification, noting that the stronger the alignment between employees' values and the organization's culture, the greater the employees' identification with the organization. Alvesson (2012) further highlighted that cultural values shape employee perceptions of their roles and relationships within the organization, significantly influencing their organizational identification. In organizations with clear, consistent, and strong cultural values, managers were more likely to identify with their workplace.

Jin and Lee (2020) examined the impact of cultural values on organizational identification within a multinational corporation. They found that a culture characterized by collaboration, trust, and a shared vision was positively related to organizational identification among managers. Similarly, Harrison et al. (2008) explored the relationship between cultural values and employee commitment in service industries, discovering that a culture of fairness, transparency, and inclusion led to stronger organizational identification among employees. They argued that when organizational cultural values align with personal values, it fosters a deeper sense of belonging and attachment to the organization.

Therefore, organizations that actively promote and embody cultural values that align with employees' beliefs and aspirations are likely to enhance organizational identification. This, in turn, contributes to higher employee satisfaction, retention, and overall organizational performance. Accordingly, this study advances the following hypothesis:

Hypothesis 3: Cultural values have a significant positive impact on organizational identification among managers in companies.

The effect of Cultural values on Voice Behavior

Avey et al. (2009) found that cultural values influence employees' willingness to engage in voice behavior, especially when the culture aligns with values such as empowerment, collaboration, and transparency. In organizations with a culture that fosters trust and inclusivity, managers were more likely to contribute ideas and suggestions for improvement. Morrison (2011) emphasized that cultural values—particularly those promoting openness, support, and innovation—significantly enhance voice behavior. She argued that organizations with cultures encouraging constructive feedback and problem-solving are more likely to see employees, including managers, actively engage in voice behavior. Burris (2012) explored the relationship between cultural values and voice behavior in hierarchical organizations, finding that supportive cultural values, where managers feel valued and empowered, were linked to higher levels of voice behavior, particularly in managerial roles. Accordingly, this study advances the following hypothesis:

Hypothesis 4: Culture has a significant positive impact on voice behavior among managers in companies.

The Effect of Work Engagement on Organizational Identification

Previous research indicates that employees' behavior is most likely to benefit the organization if they identify with it. In such a situation, employees' attitudes towards the organization will improve, and they will focus on their job in depth (De Roeck et al., 2016; Gozukara and Simsek, 2015). Particularly, employees' sense of belonging to the organization makes them feel like an important part of the organization (Abdullah et al., 2017; Nwanzu and Babalola, 2019). Some studies have supported a positive association between employees' perceptions of organizational identification and commitment (Davila, 2012; Chan, 2006). The construct "commitment" is very closely related to the construct of work engagement (Klein et al., 2009). For instance, commitment belongs to 'state engagement,' which itself is a subdimension of employee engagement (Macey and Schneider, 2008). This study also theorized a positive association between employees' perceptions of organizational identification and employee engagement because employees are more likely to engage with their organization when they identify themselves with the organization (De Roeck et al., 2016; Schaufeli et al., 2002; Zhao et al., 2019).

Research further indicates that there is a significant positive impact of work engagement on organizational identification (De Roeck et al., 2016; Schaufeli et al., 2002; Zhao et al., 2019). When employees are highly engaged in their work, they are more likely to identify with the organization's goals, values, and mission. This alignment enhances their sense of belonging

and commitment, contributing to their overall well-being and organizational effectiveness. Accordingly, this study advances the following hypothesis:

Hypothesis 5: Work engagement has a significant positive impact on organizational identification among managers in companies.

The Effect of Work Engagement on Voice Behavior

In the literature, research consistently shows that work engagement has a significant positive impact on voice behavior (Korkmaz et al., 2018; Nisar et al., 2020; Nal, 2020). Work engagement refers to the level of enthusiasm and dedication employees have towards their work, characterized by vigor, dedication, and absorption. When employees are highly engaged in their work, they are more likely to be motivated to contribute positively to their organization, including speaking up with ideas, suggestions, and concerns. This proactive voice behavior not only enhances organizational communication and problem-solving but also contributes to overall organizational effectiveness and innovation. Thus, fostering work engagement through supportive leadership and organizational practices can be instrumental in promoting a culture where employee voice is valued and encouraged.

In the literature, research consistently demonstrates that work engagement has a significant positive impact on voice behavior (De Roeck et al., 2016; Schaufeli et al., 2002; Zhao et al., 2019). Work engagement refers to the extent to which employees are enthusiastic about, dedicated to, and absorbed in their work. When employees are highly engaged, they are more likely to feel a sense of ownership and responsibility towards their organization. This heightened commitment and emotional connection motivate employees to actively participate in organizational activities, including speaking up with ideas, suggestions, concerns, or opinions that can benefit the organization. Accordingly, this study advances the following hypothesis:

Hypothesis 6: Work engagement has a significant positive impact on voice behavior among managers in companies.

Culture mediates a positive effect between Paternalistic Leadership, organizational identification among managers in companies.

Studies suggest that when leaders exhibit paternalistic behaviors that emphasize care, support, and guidance while maintaining authority, employees are more likely to identify with the organization (Shahzad et al., 2022). This positive identification is further strengthened when the cultural values align with shared values that resonate with employees' personal beliefs and aspirations (Suifan et al., 2020).

In the literature, research indicates that cultural values mediate a positive effect between paternalistic leadership and organizational identification (Shahzad et al., 2022; Suifan et al., 2020; Yeşiltaş et al., 2022). Paternalistic leadership involves a leadership style where leaders are authoritative yet caring and paternal towards their employees, often combining elements of authority, benevolence, and moral integrity.

Therefore, cultural values act as a mediating mechanism through which paternalistic leadership enhances organizational identification. By fostering a culture that supports and reinforces positive values, leaders can effectively strengthen employees' sense of belonging and commitment to the organization, ultimately contributing to organizational cohesion and success. Accordingly, this study advances the following hypothesis:

Hypothesis 7: Cultural values mediate a positive effect between Paternalistic Leadership, organizational identification among managers in companies.

Culture mediates a positive effect between Paternalistic Leadership, voice behavior among managers in companies.

Paternalistic leadership, characterized by a combination of authoritative control and benevolence, is deeply influenced by cultural values, especially in collectivist and high-power-distance societies. Leaders adopting this style often rely on cultural norms to foster trust and loyalty among employees, creating an environment conducive to voice behavior. Research by Aycan (2006) highlights that cultural dimensions, such as collectivism, shape employees' perceptions of paternalistic leadership, reinforcing its positive effects on workplace behaviors like constructive suggestions. Furthermore, Morrison (2011) suggests that employees' willingness to voice opinions is highly contingent on cultural congruence, where shared values enhance psychological safety and trust within hierarchical structures.

Cultural values play a mediating role by influencing how paternalistic leadership impacts voice behavior among managers. Studies indicate that in environments where cultural norms align with leadership practices, employees are more likely to perceive their leaders as supportive, fostering proactive behaviors. Farh et al. (2008) demonstrated that collectivism and respect for authority reinforce the relationship between paternalistic leadership and voice behavior. Additionally, Chen and Farh (2021) emphasize that leadership styles in cross-cultural contexts are more effective when mediated by cultural alignment, as employees' trust and loyalty amplify their willingness to engage in voice behavior. These findings underscore the importance of integrating cultural values as a critical mediator

in understanding the dynamics of leadership and employee behavior in diverse organizational settings.

Therefore, the mediation effect of culture suggests that cultural norms, values, and practices influence how paternalistic leadership behaviors are perceived and enacted within organizations. When aligned with cultural expectations, paternalistic leadership can strengthen organizational identification and empower employees to engage in voice behavior without fear of reprisal. Accordingly, this study advances the following hypothesis:

Hypothesis 8: Cultural values mediate a positive effect between Paternalistic Leadership, voice behavior among managers in companies.

Work engagement mediates a positive effect between Paternalistic Leadership, organizational identification among managers in companies

In the literature, while there may not be specific studies examining the mediating role of work engagement in the effect of paternalistic leadership on employees' voice behavior, existing research indicates related findings. Paternalistic leadership, characterized by its combination of authority and benevolence, has been shown to positively influence both employees' voice behavior and their work engagement (Korkmaz et al., 2018; Nisar et al., 2020; Nal, 2020). This leadership style fosters an environment where employees feel valued, supported, and motivated to contribute their ideas and opinions for the benefit of the organization.

Similarly, work engagement, defined by employees' enthusiasm, dedication, and absorption in their work, has also been found to positively impact voice behavior (Huang & Yin, 2024; Ensari et al., 2020). Engaged employees are more likely to feel empowered and motivated to speak up with constructive feedback and innovative ideas. Accordingly, this study advances the following hypothesis:

Hypothesis 9: Work engagement mediates a positive effect between Paternalistic Leadership, organizational identification among managers in companies.

Work engagement mediates a positive effect between Paternalistic Leadership, and voice behavior among managers in companies.

Studies indicate that when employees are highly engaged, they are more likely to exhibit proactive voice behavior. Engaged employees feel empowered and motivated to contribute their ideas, suggestions, and concerns to benefit the organization (Öge et al., 2018). They perceive their voices as valued and respected, which promotes a culture of openness and innovation within the organization (Ashfaq & Siddiqui, 2020).

Therefore, work engagement acts as a mediator in the relationship between paternalistic leadership and voice behavior. By fostering high levels

of engagement among employees, paternalistic leaders can create an environment where employees feel encouraged and empowered to speak up and actively participate in organizational processes (Zhang et al., 2015). This ultimately enhances organizational communication, decision-making, and overall performance (Ensari et al., 2020; Huang & Yin, 2024). Accordingly, this study advances the following hypothesis:

Hypothesis 10: Work engagement mediates a positive effect between Paternalistic Leadership and voice behavior among managers in companies.

The research model is given below:

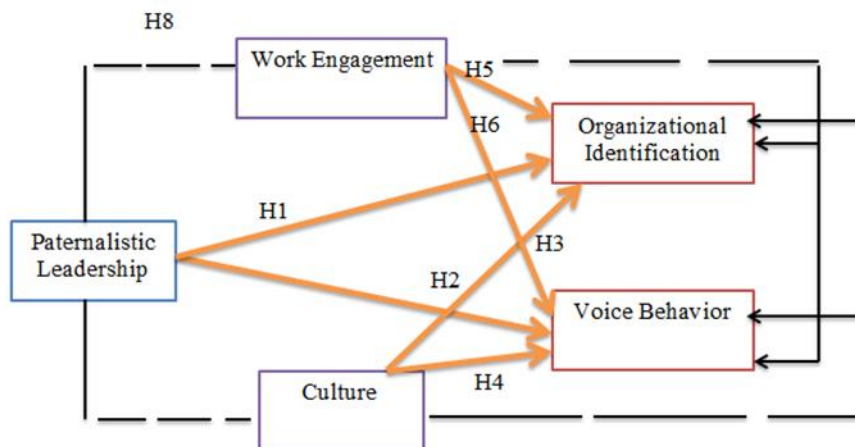


Figure 1: Research Model

Research Approach and Design

The primary data sources for the study include books and references, periodicals, articles, reports, research, and previous studies related to the subject. The researcher has also utilized information from various internet sites as part of the primary data sources. The aim is to use primary sources to identify foundations and sound scientific methods in writing the study. Additionally, the researcher aims to gain a general view of the latest developments in the subjects of the current study. A questionnaire has been developed for the study, and data will be collected through this questionnaire. The researcher designed and developed it to cover the hypotheses on which it is based. The sampling unit consisted of the Jordanian managers of different scientific levels.

Research Population

The study population includes top and middle managers in Jordanian shareholding industrial companies. The population data is obtained through the Jordanian Ministry of Industry and Trade. A large company is defined as

one with 500 or more employees. The research population comprises 239 companies (Jordanian Ministry of Labor, 2023; ASE, 2023). The number of directors in the study population is 3612 managers. A sample will be taken from the study population.

Sampling

The proportional stratified random sampling method was used. The rationale behind using proportional stratified sampling is to account for the differences in company size (number of employees) and ensure that the sample reflects the distribution of managers across different companies. Proportional stratified random sampling is a systematic approach that helps ensure representation from various strata within the population, considering factors like company size. This method enhances the validity of the sample and generalizability of findings to the entire population. Accordingly, Simple random sampling is a straightforward and unbiased method that provides each individual in the population an equal chance of being selected. This approach is suitable when the goal is to make generalizable inferences about the broader population (Bryman and Bell 2015). The total population of 3612 managers (top and middle management) work in the 239 companies that are registered with the Amman Stock Exchange (ASE, 2023). The determination of the appropriate sample size is based on the guidance provided by the table developed by Krejcie and Morgan (1970) which will be 350. However, to overcome the non-response rate in a mail survey that can be as high as 80% (Khan et al., 2016). The sample size determination formula of Krejcie and Morgan (1970):

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size.
S is sample size.

Source: (Krejcie and Morgan 1970).

Validity Test

The questionnaire was sent to experts in the field of study. They were invited to validate the measurements because the items were adapted from many sources, and thus some of the measurements changed significantly to suit the context of this study. A total of six experts participated in the validation processes. The feedback of the experts was used to alter the measurements so that they could better suit the context of this study. All the feedback and comments were addressed accordingly. The table shows the comments that were given by the experts and the responses to each comment.

Table 1: Experts participated in the validation processes

Expert	University
Prof. Ikhlas Al Tarawnah	Amman Arab University
Prof. Khalid Bani Hamdan	Amman Arab University
Prof. Zakaria Azzam	Zarqaa University
Prof. Aktham Al Saraira	Balqa Applied University
Prof. Mohammad Awwad	Mutah University
Dr. Ahmed Al – Omari	Yarmouk University
Dr. Ashraf Rajoub	Balqa Applied University
Dr. Euad Al Rawshdah	Tafila Technical University
Dr. Ahmad Al Rfou'	Tafila Technical University
Dr. Ahmad Abu Zaid	Mutah University

Response Rates

The population consisted of top and middle managers in Jordanian shareholding industrial companies through the Jordanian Ministry of Industry and Trade. The data collection took around two months, which was carried out between February 2024 and April 2024. The total population of this research involved 3612 managers working in the 239 companies registered with the Amman Stock Exchange, using the stratified random sampling (SRS) technique, and the minimum sample size based on Krejcie & Morgan (1970) was 347 managers. A total of 400 questionnaires were distributed, while the returned questionnaires were 347, and 53 questionnaires were not returned, as shown in Table 2. Only 318 questionnaires were usable, indicating a 79.5% response rate.

Table 2: Response Rate

Response Rate	Respondents No
Questionnaires Distributed	400
Returned	347
Not Returned	53
Returned and Unusable	29
Returned and Usable	318
Response Rate	79.5%

Direct Effect

H1. Paternalistic Leadership has a significant positive impact on organizational identification among managers in companies.

Table 3: Coefficient “Paternalistic Leadership on organizational identification”

Element	B	Mean	S. D	T	P	Result
Paternalism Leadership_ -> Organizational Identification	0.947	0.947	0.006	152.715	0.000	accept
Paternalism Leadership_ -> Management Connection	0.952	0.951	0.006	154.694	0.000	accept
Paternalism Leadership_ -> Invested Self Concept	0.964	0.964	0.005	213.876	0.000	accept
Paternalism Leadership_ -> Integrated Goals and Values	0.667	0.669	0.046	14.349	0.000	accept
Paternalism Leadership_ -> Coworker Connection	0.166	0.173	0.077	2.137	0.033	accept

Table (3) showed that paternalistic leadership has a strong positive impact on organizational identification among managers, as evidenced by the high coefficient ($B = 0.947$, $p = 0.000$). Among the four dimensions of organizational identification, invested self-concept ($B = 0.964$) and management connection ($B = 0.952$) show the strongest relationships with paternalistic leadership, suggesting that managers under such leadership tend to see themselves as deeply integrated into the organization and strongly connected to senior management. Similarly, the relationship between paternalistic leadership and integrated goals and values ($B = 0.667$) is significant, indicating that managers align their objectives with those of the company when leadership fosters a protective and supportive environment.

Although the impact on coworker connection ($B = 0.166$, $p = 0.033$) is weaker, it remains statistically significant, suggesting that while paternalistic leadership enhances identification with the organization and its leadership, it has a lesser influence on peer relationships. The high T-values in most dimensions further reinforce the robustness of these findings. Overall, these results support the hypothesis (H1) that paternalistic leadership plays a critical role in shaping managers' identification with their organizations, particularly by strengthening their personal commitment and alignment with corporate values.

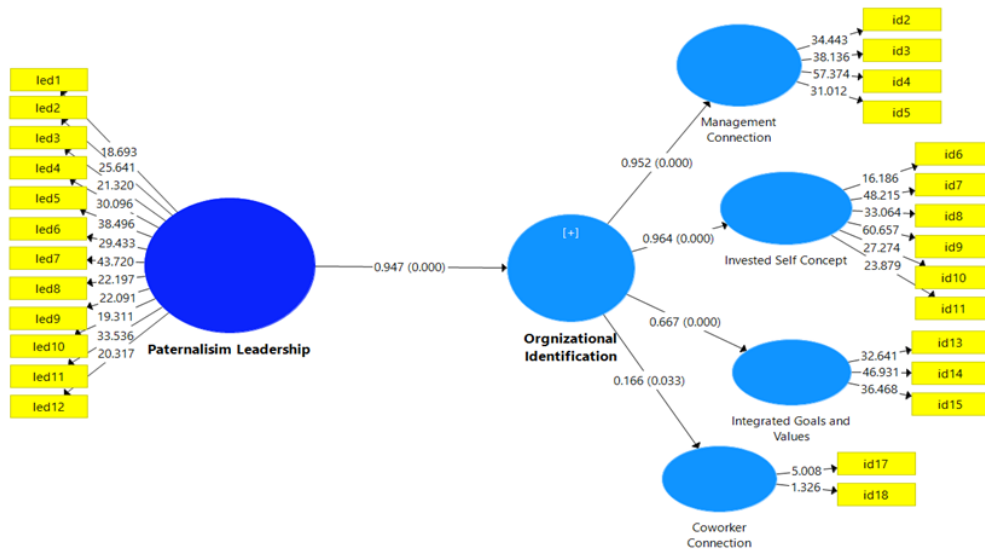


Figure 2: Path analysis test (t) for Paternalistic Leadership on organizational identification

H2 Paternalistic Leadership has a significant positive impact on voice behavior among managers in companies.

Table 4: Coefficient “Paternalistic Leadership on voice behavior”

Element	B	Mean	S. D	T	P	Result
Paternalism Leadership->voice behavior	0.369	0.383	0.043	8.602	0.000	accept

Table (4) presents the results of the hypothesis analysis of the impact of Paternalism Leadership on the dependent variable (voice behavior). referred to a decision rule related to the t-statistic, indicating that the null hypothesis is rejected if the significance level (p-value) of the t-statistic is less than 0.05. In this case, it appears that for all the relationships tested, the p-values were less than 0.05. It turns out that there is a positive and direct impact of Paternalism Leadership on voice behavior.

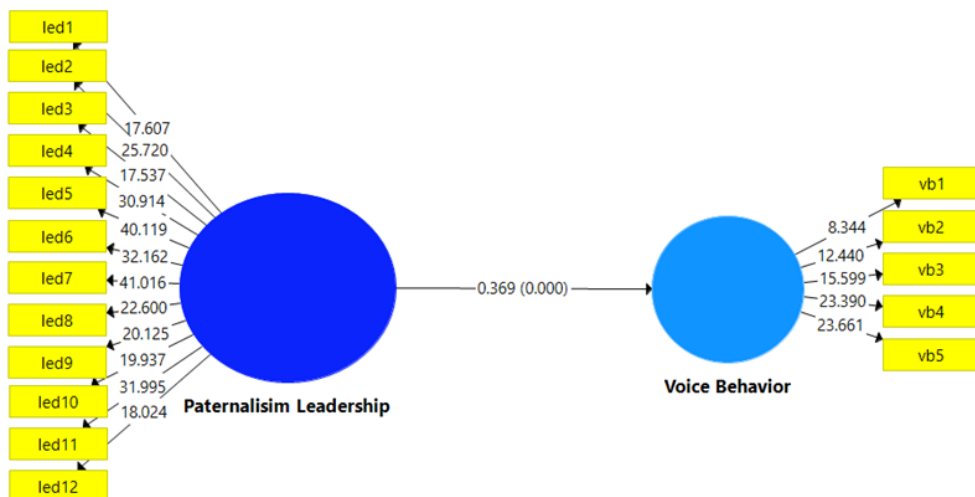


Figure 3: Path analysis test (t) for Paternalistic Leadership on voice behavior

H3 Culture vales have a significant positive impact on organizational identification among managers in companies.

Table 5: Coefficient “cultural values on organizational identification”

Element	B	Mean	S. D	T	P	Result
Culture vales -> Organizational Identification	0.126	0.129	0.063	2.016	0.044	accept
Culture vales -> Management Connection	0.112	0.114	0.055	2.026	0.043	accept
Culture vales -> Invested Self Concept	0.112	0.115	0.056	2.019	0.044	accept
Culture vales -> Integrated Goals and Values	0.097	0.099	0.049	1.982	0.048	accept
Culture vales -> Coworker Connection	0.024	0.026	0.016	1.551	0.122	Un accept

Table 5 showed that cultural values have a significant positive impact on organizational identification among managers, though the effect is relatively weak compared to paternalistic leadership. The overall relationship between cultural values and organizational identification ($B = 0.126$, $p = 0.044$) is statistically significant, indicating that managers who align with their organization's cultural values tend to identify more with it. Among the specific dimensions, management connection ($B = 0.112$, $p = 0.043$) and invested self-concept ($B = 0.112$, $p = 0.044$) show similar levels of influence, suggesting that cultural values contribute to managers feeling connected to leadership and perceiving themselves as integral to the organization. The effect on integrated goals and values ($B = 0.097$, $p = 0.048$) is also significant, though slightly weaker, indicating that cultural alignment helps managers integrate their objectives with the company's mission.

However, the impact of cultural values on coworker connection ($B = 0.024$, $p = 0.122$) is not statistically significant, implying that cultural values alone do not strongly influence peer relationships among managers. This suggests that while a strong cultural foundation enhances identification with the organization and its leadership, it does not necessarily foster stronger interpersonal bonds among colleagues. Overall, these results support the acceptance of H3, except in the case of coworker connection, highlighting that cultural values primarily enhance managers' identification through alignment with leadership and personal investment rather than through peer relationships.

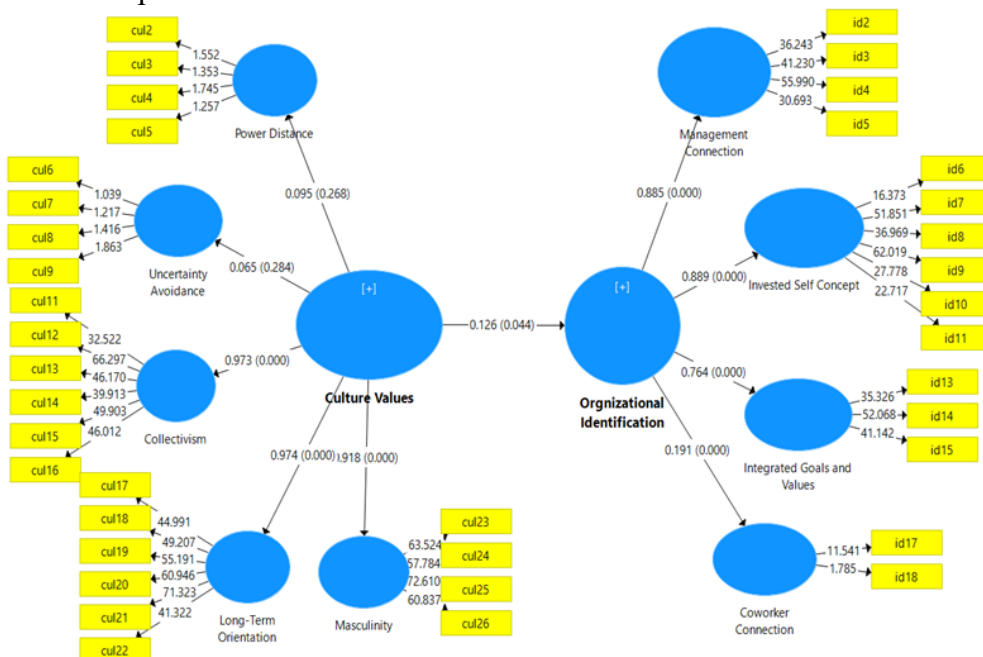


Figure 4: Path analysis test (t) for cultural values on organizational identification

H4 Cultural values have a significant positive impact on voice behavior among managers in companies.

Table 6: Coefficient “cultural values on voice behavior”

Element	B	Mean	S. D	T	P	Result
Cultural values-> voice behavior	0.098	0.137	0.046	2.114	0.035	accept

Table (6) presents the results of the hypothesis analysis of the impact of culture on the dependent variable (voice behavior). referred to a decision rule related to the t-statistic, indicating that the null hypothesis is rejected if the significance level (p-value) of the t-statistic is less than 0.05. In this case, it appears that for all the relationships tested, the p-values were less than

0.05. It turns out that there is a positive and direct impact of Culture on voice behavior.

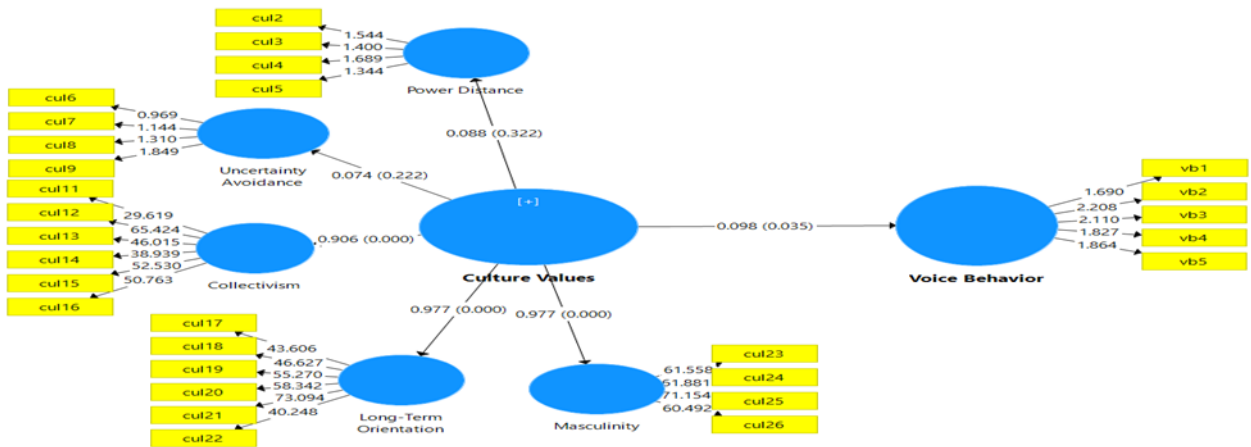


Figure 5: Path analysis test (t) for Cultural values on voice behavior

H5 Work engagement has a significant positive impact on organizational identification among managers in companies.

Table 7: Coefficient “Work engagement on organizational identification”

Element	B	Mean	S. D	T	P	Result
Work engagement -> Organizational Identification	0.676	0.674	0.044	15.442	0.000	accept
Work engagement -> Management Connection	0.637	0.635	0.042	15.026	0.000	accept
Work engagement -> Invested Self Concept	0.646	0.644	0.043	15.157	0.000	accept
Work engagement -> Integrated Goals and Values	0.462	0.460	0.054	8.597	0.000	accept
Work engagement ales -> Coworker Connection	0.123	0.127	0.053	2.313	0.021	accept

Table (7) showed that work engagement has a significant positive impact on organizational identification among managers, as shown by the strong overall coefficient ($B = 0.676$, $p = 0.000$). This suggests that managers who are more engaged in their work tend to identify more strongly with their organizations. Among the dimensions of organizational identification, management connection ($B = 0.637$, $p = 0.000$) and invested self-concept ($B = 0.646$, $p = 0.000$) show the highest levels of influence, indicating that engaged managers feel more connected to leadership and see themselves as personally invested in the company. Similarly, the impact on integrated goals and values ($B = 0.462$, $p = 0.000$) is significant, though slightly weaker, suggesting that work engagement helps managers align their personal goals with the organization's mission.

The effect of work engagement on coworker connection ($B = 0.123$, $p = 0.021$) is the weakest among the dimensions but remains statistically significant. This implies that while engagement enhances managers' identification with the organization and its leadership, its role in strengthening peer relationships is less pronounced. The high T-values across all dimensions reinforce the robustness of these findings. Overall, these results confirm H5, demonstrating that work engagement plays a critical role in fostering organizational identification, particularly by enhancing managerial connection, self-investment, and goal alignment.

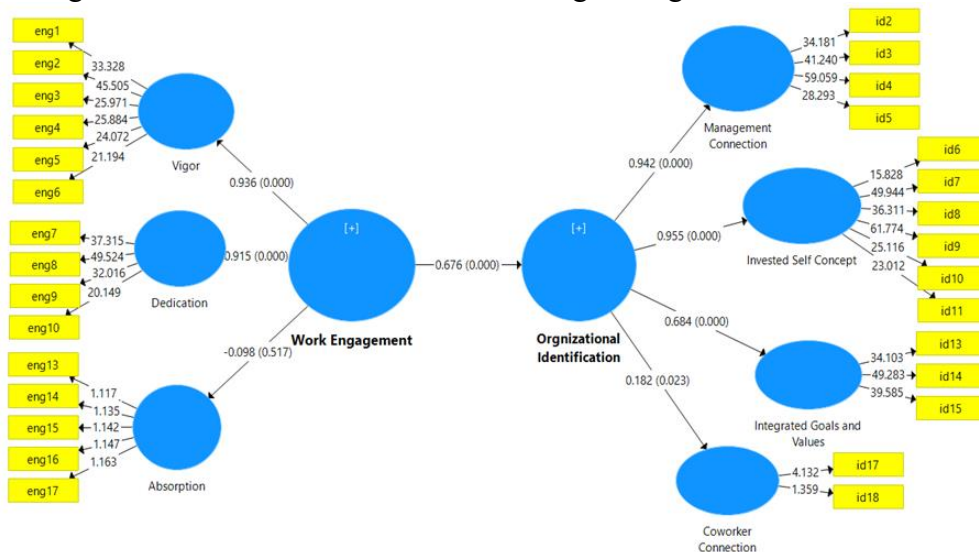


Figure 6: path analysis test (t) for work engagement on organizational identification

H6 Work engagement has a significant positive impact on voice behavior among managers in companies.

Table 8: Coefficient “Work engagement on voice behavior”

Element	B	Mean	S. D	T	P	Result
Work engagement -> voice behavior	0.400	0.403	0.047	8.499	0.000	accept

Table (8) presents the results of the hypothesis analysis of the impact of work engagement on the dependent variable (voice behavior). referred to a decision rule related to the t-statistic, indicating that the null hypothesis is rejected if the significance level (p-value) of the t-statistic is less than 0.05. In this case, it appears that for all the relationships tested, the p-values were less than 0.05. It turns out that there is a positive and direct impact of work engagement on voice behavior.

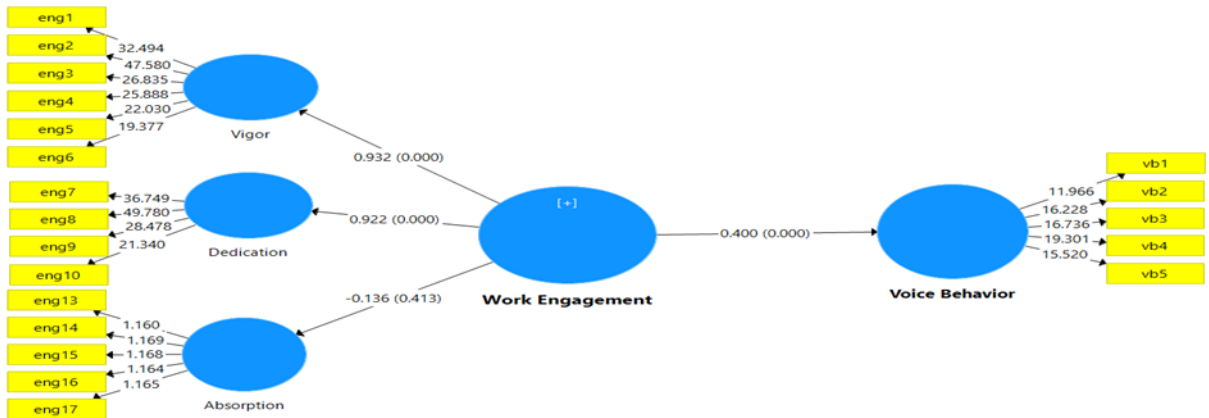


Figure 7: Path analysis test (t) for work engagement on voice behavior

Mediation Effect Analysis

Hypothesis 7: Cultural values mediate a positive effect between Paternalistic Leadership, organizational identification among managers in companies.

Table 9: Coefficient “Paternalistic Leadership on organizational identification through the mediating role of Culture”

Element	B	Mean	S. D	T	P	Result
Paternalism Leadership_ -> Cultural values	0.271	0.279	0.052	5.171	0.000	accept
Cultural values -> Organizational Identification	0.291	0.291	0.052	5.570	0.000	accept
Paternalism Leadership_ -> Cultural values -> Organizational Identification	0.079	0.084	0.030	2.665	0.008	accept

Table (9) presents the results of the hypothesis analysis of the impact of Paternalistic Leadership on organizational identification through the mediating role of culture. referred to a decision rule related to the t-statistic, indicating that the null hypothesis is rejected if the significance level (p-value) of the t-statistic is less than 0.05. In this case, it appears that for all the relationships tested, the p-values were less than 0.05. It turns out that culture mediates a positive effect between Paternalistic Leadership, organizational identification.

The table (10) shows the value of (VAF) which was greater than (20%) and less than (80%), which indicates the presence of partial mediation of culture. Through the following equation (Hair, Ringle, & Sarstedt., 2014):

$$VAF = (pa * Pb) / (pa * Pb + Pc)$$

$$VAF (1) = (0.271 * 0.291) / (0.271 * 0.291 + 0.079)$$

$$VAF = 0.078861 / 0.157861$$

$$VAF = 49.95\%$$

Table 10: Mediation Analysis based on Preacher and Hayes (2008)

Relationship	Path a		Path b		Indirect Effect			VAF	Confidence Interval		Type of Mediation P&H	Decision
	Path coeff.	t-value	Path coeff.	t-value	Path coeff.	SE	t-value		95% LL	95% UL		
Paternalism Leadership_ -> Cultural values -> Organizational Identification	0.271	5.171	0.291	5.570	0.079	0.030	2.665	49.95%	0.035	0.147	partial	supported

Note: * = $p < 0.05$, ** = $p < 0.00$

With the calculated VAF (variance accounted for), this section indicates the variance between two signals. In other words, VAF is represented as cultural values being the partial mediator between paternalistic leadership and organizational identification, voice behavior for change at $VAF = 0.4995$. Culture values play a partial mediating role in the relationship between paternalistic leadership and organizational identification, which accounts for around 49.95% of the total effect. Interestingly, this finding proves that cultural values could partially mediate the relationship between paternalistic leadership and organizational identification.

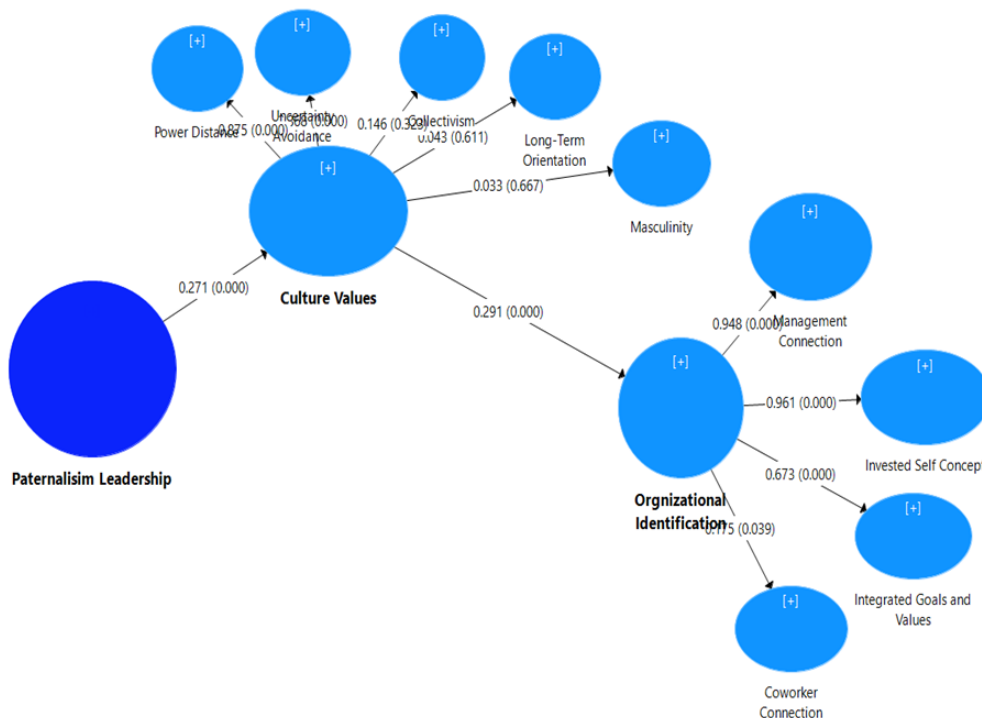


Figure 8: Path analysis test (t) for Paternalism Leadership on Organizational Identification through mediating role cultural values

Hypothesis 8: Cultural values mediate a positive effect between Paternalistic Leadership, voice behavior among managers in companies.

Table 11: Coefficient “Paternalistic Leadership on voice behavior through the mediating role of culture”

Element	B	Mean	S. D	T	P	Result
Paternalism Leadership_ -> Cultural values	0.246	0.258	0.053	4.665	0.000	accept
Cultural values -> voice behavior	0.416	0.426	0.044	9.408	0.000	accept
Paternalism Leadership_ -> Cultural values -> voice behavior	0.103	0.111	0.029	3.588	0.000	accept

Table (11) presents the results of the hypothesis analysis of the impact of paternalistic leadership on voice behavior through the mediating role of culture. referred to a decision rule related to the t-statistic, indicating that the null hypothesis is rejected if the significance level (p-value) of the t-statistic is less than 0.05. In this case, it appears that for all the relationships tested, the p-values were less than 0.05. It turns out that culture mediates the positive effect of paternalistic leadership and voice behavior.

Table (12) shows the value of VAF, which was greater than (20%) and less than (80%), which indicates the presence of partial mediation of culture. Through the following equation (Hair, Ringle, & Sarstedt, 2014): VAF = 49.84%

Table 12: Mediation Analysis based on Preacher and Hayes (2008)

Relationship	Path a		Path b		Indirect Effect			VAF	Confidence Interval		Type of Mediation P&H	Decision
	Path coeff.	t-value	Path coeff.	t-value	Path coeff.	SE	t-value		95% LL	95% UL		
Paternalism Leadership_ -> Cultural values -> Organizational Identification	0.246	4.665	0.416	9.408	0.103	0.029	3.588	49.84%	0.060	0.168	partial	supported

Note: * = $p < 0.05$, ** = $p < 0.00$

With the calculated VAF (Variance Accounted For), this section indicates the variance between two signals. In other words, VAF represented as cultural values is the partial mediator between Paternalism Leadership and voice behavior, for change at (VAF=0.4984). Cultural values play a partial mediating role in the relationship between Paternalism Leadership and voice behavior, which accounts for around 49.84% of the total effect. Interestingly, this finding proves that cultural values could partially mediate the relationship effect between Paternalism Leadership and voice behavior.

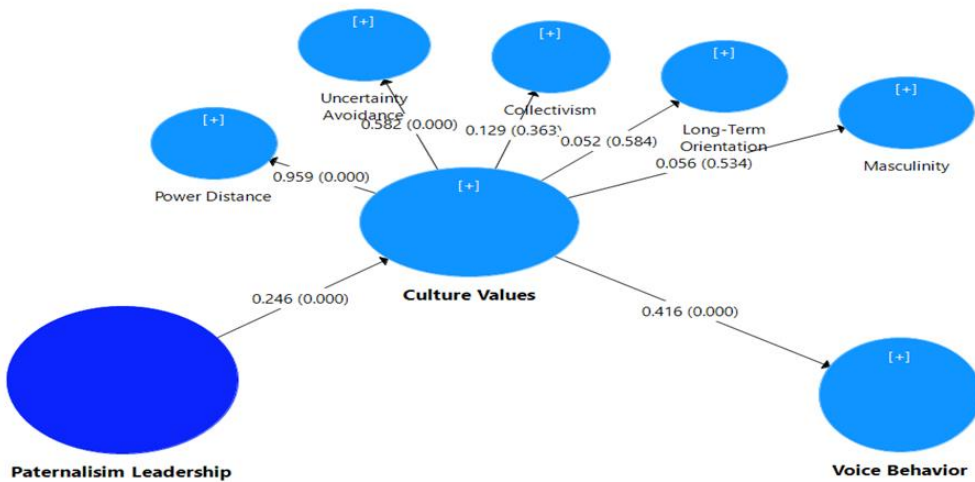


Figure 9: Path analysis test (t) for Paternalism Leadership on voice behavior through mediating role cultural values

Hypothesis 9: *work engagement mediate a positive effect between Paternalistic Leadership, organizational identification among managers in companies.*

Table 13: Coefficient “Paternalistic Leadership on organizational identification through the mediating role of work engagement”

Element	B	Mean	S. D	T	P	Result
Paternalism Leadership_ -> work engagement	0.603	0.604	0.050	12.029	0.000	accept
work engagement -> Organizational Identification	0.680	0.679	0.042	16.288	0.000	accept
Paternalism Leadership_ -> work engagement -> Organizational Identification	0.410	0.412	0.058	7.095	0.000	accept

Table (13) presents the results of the hypothesis analysis of the impact of Paternalistic Leadership on organizational identification, through the mediating role of work engagement. referred to a decision rule related to the t-statistic, indicating that the null hypothesis is rejected if the significance level (p-value) of the t-statistic is less than 0.05. In this case, it appears that for all the relationships tested, the p-values were less than 0.05. It turns out that work engagement mediate a positive effect between Paternalistic Leadership, organizational identification.

The table (14) shows the value of (VAF), which was greater than (20%) and less than (80%), which indicates the presence of partial mediation of work engagement. Through the following equation (Hair, Ringle, & Sarstedt., 2014): VAF= 50.00%

Table 14: Mediation Analysis based on Preacher and Hayes (2008)

Relationship	Path a		Path b		Indirect Effect			VAF	Confidence Interval		Type of Mediation P&H	Decision
	Path coeff.	t-value	Path coeff.	t-value	Path coeff.	SE	t-value		95% LL	95% UL		
Paternalism Leadership-> work engagement-> Organizational Identification	0.603	12.029	0.680	16.288	0.410	0.058	7.095	50.00%	0.305	0.524	partial	supported

Note: * = $p < 0.05$, ** = $p < 0.00$

With the calculated VAF (Variance Accounted For), this section indicates the variance between two signals. In other words, VAF is represented as work engagement is the partial mediator between Paternalism Leadership and Organizational Identification, for change at (VAF=0.5000). Work engagement plays a partial mediating role in the relationship between Paternalism Leadership and Organizational Identification, which accounts for around 50.00% of the total effect. Interestingly, this finding proves that work engagement could partially mediate the relationship effect between Paternalism Leadership and Organizational Identification.

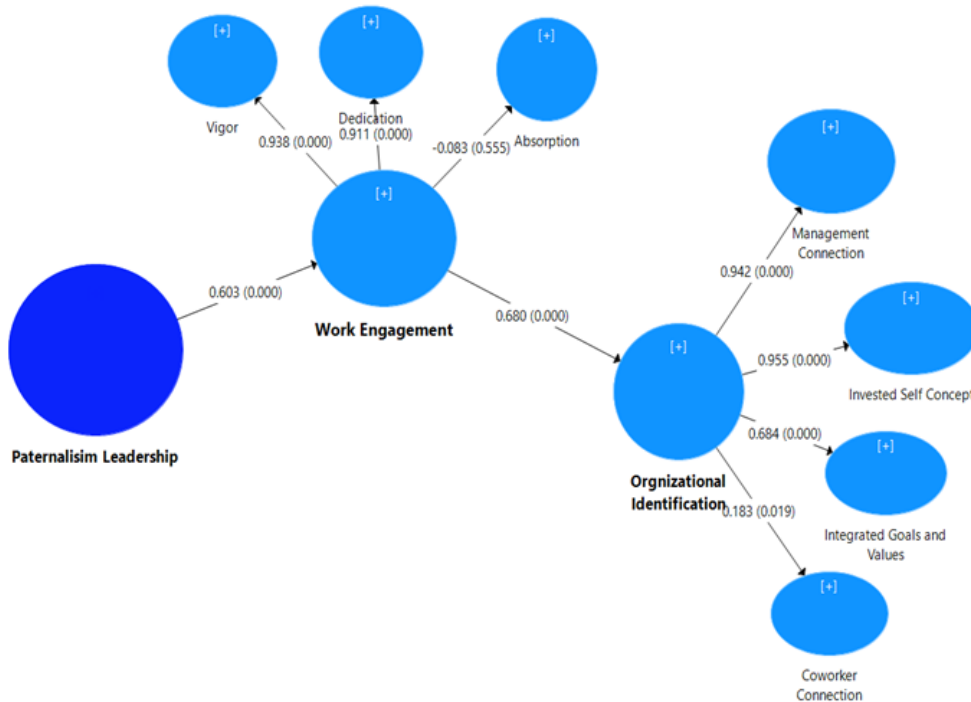


Figure 10: Path analysis test (t) for Paternalism Leadership on Organizational Identification through mediating role of work engagement

Hypothesis 10: work engagement mediate a positive effect between Paternalistic Leadership and voice behavior among managers in companies.

Table 15: Coefficient “Paternalistic Leadership on voice behavior through the mediating role of work engagement”

Element	B	Mean	S. D	T	P	Result
Paternalism Leadership_ -> work engagement	0.598	0.600	0.049	12.135	0.000	accept
work engagement -> voice behavior	0.400	0.404	0.048	8.363	0.000	accept
Paternalism Leadership_ -> work engagement -> voice behavior	0.240	0.242	0.036	6.596	0.000	accept

Table (15) presents the results of the hypothesis analysis of the impact of Paternalistic Leadership on voice behavior, through the mediating role of work engagement. referred to a decision rule related to the t-statistic, indicating that the null hypothesis is rejected if the significance level (p-value) of the t-statistic is less than 0.05. In this case, it appears that for all the relationships tested, the p-values were less than 0.05. It turns out that work engagement mediate a positive effect between Paternalistic Leadership, and voice behavior.

The table (16) shows the value of (VAF) which was greater than (20%) and less than (80%), which indicates the presence of partial mediation of work engagement. Through the following equation (Hair, Ringle, & Sarstedt., 2014): VAF= 49.92%.

Table 16: Mediation Analysis based on Preacher and Hayes (2008)

Relationship	Path a		Path b		Indirect Effect			VAF	Confidence Interval		Type of Mediation P&H	Decision
	Path coeff.	t-value	Path coeff.	t-value	Path coeff.	SE	t-value		95% LL	95% UL		
Paternalism Leadership-> work engagement-> Organizational Identification	0.598	12.135	0.400	8.363	0.240	0.036	6.596	49.92%	0.173	0.313	partial	supported

Note: * = $p < 0.05$, ** = $p < 0.00$

With the calculated VAF (Variance Accounted For), this section indicates the variance between two signals. In other words, VAF is represented as work engagement is the partial mediator between Paternalism Leadership and voice behavior, for change at (VAF=0.4992). Work engagement plays a partial mediating role in the relationship between Paternalism Leadership and voice behavior, which accounts for around 49.92% of the total effect. Interestingly, this finding proves that work engagement could partially mediate the relationship effect between Paternalism Leadership and voice behavior.

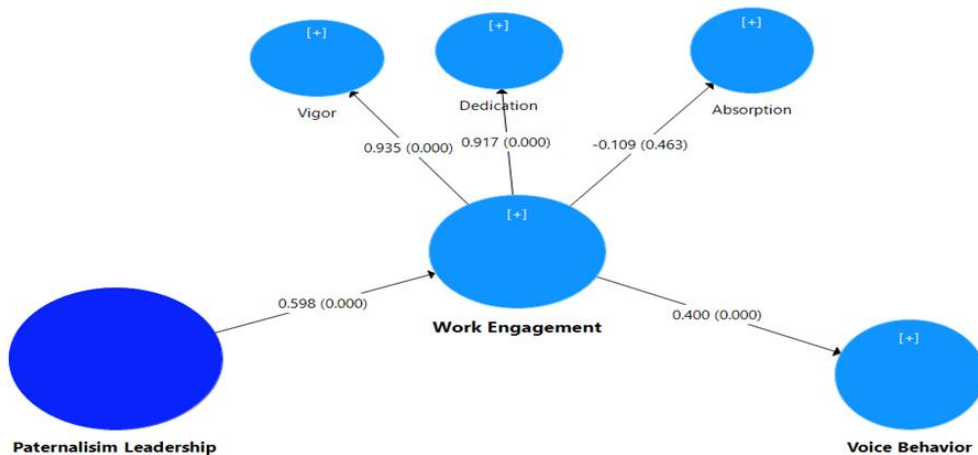


Figure 11: Path analysis test (t) for Paternalism Leadership on voice behavior through the mediating role of work engagement

Discussion

1. The study found that there is a positive and direct impact of paternalistic leadership on organizational identification. The study's finding that paternalistic leadership (PL) positively impacts organizational identification (OI) aligns with prior research emphasizing the role of nurturing and authoritative leadership in fostering employees' sense of belonging. Leaders who demonstrate care and provide guidance cultivate trust and emotional bonds, encouraging employees to align their values with organizational goals. This positive relationship is particularly evident in collectivist cultures, where employees value hierarchical yet supportive relationships. For instance, Aycan (2021) and Chen et al. (2023) found that PL enhances employee commitment and identification by fostering trust and creating a sense of security, consistent with the present study. These findings highlight the significance of PL in creating a cohesive and value-driven workforce.
2. The study found that there is a positive and direct impact of paternalistic leadership on voice behavior. The finding that paternalistic leadership (PL) positively and directly impacts voice behavior highlights the role of this leadership style in fostering employee engagement and proactive communication. Paternalistic leaders often build trust and emotional connections by demonstrating care for employees' well-being and providing clear guidance. This supportive environment encourages employees to voice their opinions, concerns, and ideas without fear of retaliation. Research by Chen et al. (2023) supports this, showing that the trust cultivated by

PL enhances employees' willingness to engage in constructive dialogue, thereby promoting voice behavior. Similarly, Aycaan (2021) found that the nurturing and protective aspects of PL create psychological safety, empowering employees to share feedback and contribute to decision-making processes.

3. The study found that there is a positive and direct impact of cultural values on organizational identification. The study's finding that cultural values positively and directly impact organizational identification (OI) emphasizes the role of shared beliefs and practices in shaping employees' emotional and psychological alignment with their organization. When organizational cultural values, such as inclusivity, innovation, and respect, align with employees' personal values, it fosters a sense of belonging and strengthens their identification with the organization. Schein (2021) asserts that cultural values serve as a foundation for shared meaning, enhancing employees' attachment and commitment. Similarly, Hofstede et al. (2022) demonstrated that organizations emphasizing collaborative and value-driven cultures positively influence employees' perceptions of their role within the organizational framework, thereby enhancing OI.
4. The study found that there is a positive and direct impact of cultural values on voice behavior. The finding that cultural values positively and directly impact voice behavior highlights the importance of organizational norms and shared beliefs in fostering open communication. Cultural values emphasizing trust, respect, and inclusivity create an environment where employees feel safe expressing their ideas, concerns, and suggestions. This openness enhances employee engagement and organizational innovation. Schein (2021) asserts that cultural values promoting psychological safety encourage voice behavior by reducing fear of negative consequences. Similarly, Hofstede et al. (2022) demonstrated that cultural values prioritizing collaboration and participatory decision-making empower employees to contribute to discussions and voice their perspectives.
5. The study found that there is a positive and direct impact of work engagement on organizational identification. The study's finding that work engagement positively and directly impacts organizational identification (OI) highlights the significance of employees' emotional and psychological connection to their work in fostering a sense of alignment with their organization. Work engagement, characterized by vigor, dedication, and absorption, enhances employees' attachment to their roles and the broader organizational

goals. This alignment strengthens their identification with the organization. Schaufeli et al. (2022) assert that engaged employees are more likely to internalize organizational values and mission, reinforcing their organizational identification. Similarly, Bakker and Albrecht (2021) found that higher levels of work engagement create a sense of belonging, as employees feel valued and intrinsically motivated, which increases their loyalty and alignment with organizational identity.

6. The study found that there is a positive and direct impact of work engagement on voice behavior. The study's finding that work engagement positively and directly impacts voice behavior aligns with existing research that emphasizes the role of employee engagement in fostering proactive communication within organizations. Engaged employees, who exhibit high levels of vigor, dedication, and absorption, are more likely to speak up, share ideas, and provide constructive feedback. This is because work engagement enhances employees' psychological ownership and a sense of responsibility, motivating them to contribute beyond their formal duties. Research by Bakker and Albrecht (2021) supports this, indicating that employees who are highly engaged are more likely to engage in voice behavior, as they feel a deeper connection to the organization's success and are invested in its growth.
7. The study found that cultural values mediate a positive effect between paternalistic leadership and organizational identification. The study's finding that cultural values mediate the positive relationship between paternalistic leadership and organizational identification highlights the complex interplay between leadership styles, cultural values, and employees' sense of belonging. Paternalistic leadership, characterized by a leader's concern for their subordinates' welfare combined with a strong directive approach, is likely to foster loyalty and trust among employees. When cultural values such as respect for authority, collectivism, and family-oriented values are embedded within the organization, they act as a vehicle through which paternalistic leadership influences organizational identification. Schein (2021) suggests that leaders who display care and provide guidance in ways that align with the organization's cultural values encourage employees to identify with both the leader and the organization.
8. The study found that cultural values mediate a positive effect between paternalistic leadership and voice behavior. The study's finding that cultural values mediate the positive relationship between paternalistic leadership and voice behavior suggests that cultural

values play a key role in determining how leadership styles influence employees' willingness to speak up. Paternalistic leadership, characterized by a blend of authoritarian control and benevolent care, tends to foster a strong sense of loyalty and trust among employees. When cultural values such as respect for authority, collectivism, and a focus on interpersonal relationships are ingrained within an organization, they serve as a mediator in shaping how employees perceive their leaders and, consequently, their comfort and motivation to engage in voice behavior. Leaders who exemplify these cultural values encourage employees to share their ideas, concerns, and suggestions in ways that align with the organization's norms and expectations (Zhang et al., 2022).

9. The study found that work engagement mediates a positive effect between paternalistic leadership and organizational identification. The study's finding that work engagement mediates the positive relationship between paternalistic leadership and organizational identification highlights how employees' emotional investment in their work plays a crucial role in shaping their sense of belonging to the organization. Paternalistic leadership, which combines a leader's authoritarian control with a paternalistic concern for employees' well-being, can foster a high degree of trust and loyalty. When employees are engaged in their work—feeling energized, dedicated, and absorbed in their tasks—they are more likely to internalize the values of the organization, strengthening their identification with it. Research by Bakker and Albrecht (2021) suggests that work engagement serves as a mechanism through which leadership influences employees' psychological attachment to their organization. As employees become more engaged, they develop a greater sense of organizational commitment, which enhances their organizational identification.
10. The study found that work engagement mediates a positive effect between paternalistic leadership and voice behavior. The study's finding that work engagement mediates the positive relationship between paternalistic leadership and voice behavior emphasizes how employees' psychological and emotional investment in their work influences their willingness to speak up. Paternalistic leadership, which blends authoritarian control with a benevolent concern for employees' welfare, can create an environment where employees feel valued and trusted by their leaders. This positive emotional connection may lead to higher work engagement, characterized by vigor, dedication, and absorption. Engaged employees are more likely to express their opinions, concerns, and ideas proactively, as

they feel a sense of ownership and responsibility toward their work and the organization. This aligns with the findings of Bakker and Albrecht (2021), who noted that engaged employees are more likely to engage in voice behavior as they feel psychologically safe and empowered to speak up.

Suggestions for Future Research

Both the findings and limitations of the research provide opportunities for future studies to consider.

First, future research could explore the relationship between paternalistic leadership, work engagement, and employee behaviors in different cultural settings. Given that this study was conducted within the specific cultural context of Jordan, it would be valuable to extend the research to other countries with varying cultural orientations, such as individualistic societies or more collectivist cultures. Comparing the mediating roles of work engagement and culture across diverse settings would offer deeper insights into whether the observed relationships hold universally or if cultural factors significantly shape leadership dynamics and employee behaviors.

Second, establish causal relationships between paternalistic leadership, work engagement, organizational identification, and voice behavior. Future research should adopt a longitudinal design. This would allow researchers to track how these variables evolve over time and to examine the long-term effects of paternalistic leadership on employee behaviors. Longitudinal data could also reveal the sustained impact of work engagement on organizational outcomes, helping to establish whether work engagement truly mediates the relationship or if other factors come into play as time progresses.

Third, the current study focuses on work engagement and culture as mediators. However, other potential mediators and moderators could be explored to provide a more nuanced understanding of how paternalistic leadership influences organizational behaviors. For example, future studies could examine the roles of emotional intelligence, organizational justice, or psychological safety as additional mediators. Furthermore, moderators such as job characteristics, leadership style variations, or employee personality traits might also play a significant role in shaping the effects of paternalistic leadership.

Finally, future research could benefit from using a mixed-methods approach to triangulate the findings. While self-reported data is widely used, objective behavioral measures, such as performance reviews, supervisor ratings, or actual employee behavior (e.g., frequency of voice behavior in meetings), could provide a more comprehensive understanding of the impact

of paternalistic leadership on organizational outcomes. Combining qualitative data (e.g., interviews, focus groups) with quantitative measures would also offer a richer, more nuanced view of how employees perceive their leaders and their own engagement.

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Data Availability: All data are included in the content of the paper.

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