

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

Hala Allouzi

Prof. Dr. Recep Yucel

Istanbul Okan University, Turkey

[Doi:10.19044/esj.2025.v21n22p126](https://doi.org/10.19044/esj.2025.v21n22p126)

Submitted: 22 May 2025

Accepted: 15 August 2025

Published: 31 August 2025

Copyright 2025 Author(s)

Under Creative Commons CC-BY 4.0

OPEN ACCESS

Cite As:

Allouzi, H., Yucel, R. (2025). *The Mediating Role of Engagement and Culture in the Relationship Between Paternalism, Organizational Identification and Voice Behavior*. European Scientific Journal, ESJ, 21 (22), 126.

<https://doi.org/10.19044/esj.2025.v21n22p126>

Abstract

This study investigates the mediating effects of work engagement and organizational culture in the relationship between paternalistic leadership, organizational identification, and voice behavior within the context of Jordanian industrial shareholding companies. The research sample was drawn from a population of 3,612 managers occupying top and mid-level positions across 239 companies, as listed by the Jordanian Ministry of Industry and Trade. For the purposes of this research, large firms were classified as those with a workforce of 500 employees or more. A stratified random sampling technique was adopted to enhance sample representativeness, resulting in a calculated minimum sample size of 347 respondents. From the 400 questionnaires distributed, 347 were returned, of which 318 were deemed suitable for statistical analysis, corresponding to a valid response rate of 79.5%. A quantitative research design was employed, utilizing Partial Least Squares Structural Equation Modeling (PLS-SEM) through SmartPLS software to test the hypothesized relationships. The results revealed that paternalistic leadership has a significant and direct positive effect on both organizational identification and voice behavior. Similarly, organizational culture demonstrated a substantial positive influence on these outcomes. Moreover, work engagement was found to be positively correlated with organizational identification and voice behavior. Importantly, the analysis

confirmed the mediating roles of both organizational culture and work engagement. Specifically, organizational culture mediated the relationship between paternalistic leadership and both organizational identification and voice behavior. Additionally, work engagement served as a mediator in the relationship between paternalistic leadership and these two dependent variables. These results highlight the pivotal role of internal organizational dynamics - namely culture and employee engagement - in strengthening leadership effectiveness and fostering constructive employee behavior in industrial organizations operating in Jordan.

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 theoretical and empirical developments emphasize the central importance of organizational identification, which refers to the extent to which employees perceive themselves as psychologically aligned with their organization's values, goals, and identity (Pellegrini et al., 2010; Ötken & Cenkci, 2012). This sense of identification strengthens employees' emotional connection to the organization and encourages them to engage in discretionary behaviors that support organizational advancement - most notably, voice behavior. Voice behavior involves the voluntary communication of constructive ideas, concerns, or suggestions intended to improve organizational functioning (Morrison, 2014).

However, the influence of paternalistic leadership on voice behavior is typically indirect. Research indicates that this relationship is often mediated by factors such as employee engagement and cultural context (Shin & Choi, 2022; Bakker & Demerouti, 2017; Gelfand et al., 2017). Employee engagement - defined as an individual's emotional and cognitive commitment to their job and organization - plays a crucial role in facilitating voice. Highly

engaged employees tend to exhibit a stronger sense of accountability and proactivity, which increases their likelihood of contributing ideas and feedback aimed at organizational improvement. In contrast, low engagement is frequently linked to silence, withdrawal, and reduced innovative input (Bakker & Demerouti, 2017).

Cultural values serve as another essential mediating construct. They shape employees' beliefs about the appropriateness of voicing concerns or ideas, especially within hierarchical and authority-sensitive organizational contexts (Detert & Burris, 2007). Cultures that emphasize openness, participation, and psychological safety encourage employees to speak up without fear of reprisal. In contrast, environments that prioritize deference to authority and conformity may suppress voice behavior, regardless of leadership intentions (Gelfand et al., 2017).

In the context of Jordanian industrial shareholding companies - often characterized by centralized decision-making structures and hierarchical authority - paternalistic leadership assumes a particularly nuanced role. On one hand, such leadership can cultivate a familial, supportive work climate, thereby enhancing employees' sense of belonging and engagement. On the other hand, if paternalistic behaviors are perceived as authoritarian or patronizing, they may hinder employees' willingness to share insights, stifling voice behavior and innovation (Gupta & Kumar, 2023).

Understanding the relationship between paternalistic leadership and organizational identification, and how it influences voice behavior, requires examining key mediating variables such as employee engagement and organizational culture. Organizational identification - especially within collectivist cultures like Jordan - is closely linked to employee loyalty, emotional attachment, and the alignment of personal and organizational goals (Pellegrini et al., 2010; Ötken & Cenkci, 2012).

In the context of Jordanian industrial shareholding companies, both paternalistic leadership and organizational identification are deeply rooted in prevailing cultural norms and influence levels of employee engagement. By aligning leadership approaches with cultural expectations and strategic goals, leaders can nurture a more cohesive and committed workforce. Importantly, balancing the nurturing characteristics of paternalistic leadership with sufficient autonomy and developmental opportunities enhances employees' identification with the organization and contributes to a healthier workplace environment.

Voice behavior, which entails the voluntary expression of constructive feedback, concerns, or ideas aimed at improving organizational functioning, plays a pivotal role in driving innovation and responsiveness in competitive markets (Wu & Tsai, 2012). Within Jordan's industrial sector, encouraging

voice behavior can help organizations adapt more effectively to environmental changes (Cheng & Wang, 2015).

Employee engagement - conceptualized as the degree of an employee's enthusiasm, dedication, and psychological investment in their job - emerges as a key predictor of proactive behaviors in the workplace (Guchait et al., 2016). Engaged employees are more likely to extend themselves beyond formal role expectations and contribute actively to organizational goals. This is especially vital in Jordanian industrial enterprises, where maintaining competitiveness and long-term sustainability requires an agile, committed, and innovative workforce (Göncü et al., 2014).

Therefore, to achieve optimal organizational performance, it is essential to understand the interrelationships among paternalistic leadership, organizational identification, employee engagement, and voice behavior. These interconnected variables influence the internal climate of the organization and significantly affect employees' motivation to participate meaningfully. Leaders who adopt a paternalistic style can enhance employees' psychological attachment to the organization by creating a supportive and respectful work environment. This, in turn, strengthens identification with the organization and promotes a culture of open communication and initiative-taking.

In this regard, fostering a workplace culture that values engagement, identification, and open expression is critical for leadership success in Jordanian industrial companies. When these elements are harmonized, organizations are more likely to benefit from improved innovation, employee satisfaction, and overall performance. Leaders must, therefore, implement strategies that strengthen engagement and cultivate a deep sense of organizational belonging to reinforce employees' motivation to act in the organization's interest.

Organizational culture - comprising the shared assumptions, values, and norms that influence behavior within the organization - also plays a crucial role in shaping the effectiveness of leadership styles (Zhang et al., 2015). In Jordanian industrial settings, which often operate within hierarchical frameworks and collectivist traditions, culture plays a central role in how leadership behaviors are perceived and how employees connect with their roles and the organizational mission. Cultural context can either amplify or inhibit the positive effects of paternalistic leadership, depending on how well leadership behaviors resonate with local norms.

Recognizing and integrating these cultural nuances is essential for the effective implementation of paternalistic leadership in Jordan. Leaders must carefully balance assertiveness with supportiveness, while fostering innovation, autonomy, and openness. Tailoring leadership practices to match cultural expectations can significantly enhance employee identification and

engagement, which, in turn, encourages voice behavior and supports sustainable organizational development (Fehr & Gelfand, 2012).

This research, therefore, seeks to explore how employee engagement and organizational culture mediate the influence of paternalistic leadership on organizational identification and voice behavior within Jordanian shareholding industrial companies. Through this inquiry, the study aims to offer a nuanced understanding of how leadership styles, cultural factors, and employee attitudes interact to shape organizational effectiveness in the Jordanian industrial sector.

Problem Statement

In the dynamic context of Jordanian shareholding industrial companies, a comprehensive understanding of the interrelationships among paternalistic leadership, organizational identification, voice behavior, employee engagement, and organizational culture is essential for cultivating a positive organizational climate and enhancing overall effectiveness. While these constructs have been extensively examined in isolation, their integrative dynamics - particularly the mediating roles of employee engagement and cultural values - remain underexplored within the Jordanian cultural and industrial landscape.

Paternalistic leadership, a leadership style rooted in a blend of authority, discipline, and personal concern for subordinates, positions leaders as both figures of guidance and protectors of employee welfare (Aycan, 2006). In return, leaders often expect loyalty and compliance. Within the Jordanian context - characterized by collectivist values and hierarchical structures - this leadership approach may significantly shape how employees perceive their roles, responsibilities, and psychological affiliation with the organization (Alqhaiwi, 2023). While this leadership style has the potential to foster trust and open communication, it may also inhibit expression if perceived as excessively authoritarian. This duality is particularly relevant to voice behavior, which refers to the voluntary expression of constructive feedback, suggestions, or concerns aimed at improving organizational functioning (Khan & Gul, 2020).

A concept closely aligned with this discussion is organizational identification, which refers to the degree to which individuals internalize their affiliation with the organization as part of their self-identity, experiencing a deep emotional connection to its mission and core values (Judeh, 2020). When employees exhibit a strong sense of identification, they tend to demonstrate greater organizational commitment, loyalty, and proactive engagement. Such individuals are also more inclined to exhibit voice behavior, as they view the organization's success as intimately linked to their own personal fulfillment and accomplishments (Mohammad et al., 2022).

Another important mechanism in this dynamic is employee engagement, which encompasses the emotional, cognitive, and physical energy employees invest in their work and organizational life. Engaged employees are typically more motivated, resilient, and aligned with organizational goals. Their heightened sense of responsibility and purpose often translates into greater willingness to express ideas and participate in improvement initiatives (Judeh, 2020; Khan & Gul, 2020). Therefore, employee engagement may serve as a mediating pathway through which paternalistic leadership enhances organizational identification and stimulates voice behavior.

Equally important are the cultural values embedded within the organizational environment. Organizational culture encompasses the collective norms, values, and underlying assumptions that influence employee behavior, attitudes, and workplace interactions. In Jordan - a society characterized by collectivist orientations that prioritize social harmony, hierarchical respect, and interdependence - cultural context significantly shapes how leadership styles are perceived and how employees react to managerial actions (Suifan et al., 2020; Alqhaiwi, 2023). These cultural frameworks can either amplify or constrain the effectiveness of paternalistic leadership, ultimately shaping its influence on both employee engagement and voice behavior. Thus, organizational culture may function as either a mediating or moderating variable in the interplay among leadership, identification, and employee expression.

Despite the theoretical importance of these constructs, empirical investigations into how paternalistic leadership manifests in Jordan's industrial sector remain limited. In particular, insufficient attention has been directed toward the mediating roles of engagement and culture, and how these factors collectively shape outcomes such as voice behavior and organizational identification. Considering the cultural dynamics that influence leadership perceptions and employee conduct in the Jordanian context, addressing this gap is essential for the development of contextually appropriate management strategies.

Consequently, this study aims to examine the mediating effects of employee engagement and cultural values on the relationship between paternalistic leadership, organizational identification, and voice behavior within Jordanian shareholding industrial firms. By analyzing these interrelated variables within an integrated conceptual model, the research aspires to generate practical insights for leaders and policymakers. The outcomes are expected to support the formulation of culturally congruent leadership practices that foster greater employee expression, strengthen identification with the organization, and ultimately enhance innovation and organizational performance.

Research Questions

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

- 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

Extant literature offers robust theoretical and empirical evidence supporting the positive linkage between paternalistic leadership and organizational identification, especially within collectivist cultures where values such as hierarchy, loyalty, and social cohesion are emphasized. For instance, Cheng et al. (2004) found that the combination of authoritative and benevolent leadership traits - hallmarks of the paternalistic style - strengthens emotional connections between employees and their organizations, thereby enhancing organizational identification. This relationship is particularly

pronounced in cultural contexts where obedience and interpersonal dependency are culturally reinforced.

Expanding on this premise, Jia et al. (2021) highlighted the significance of the benevolent and moral dimensions of paternalistic leadership in cultivating an ethical and supportive organizational climate. Their research suggests that these dimensions foster psychological safety and a sense of collective purpose, both of which intensify employees' emotional investment in the organization. Similarly, Gupta and Kumar (2023) concluded that paternalistic leadership promotes organizational identification by encouraging employee engagement and fostering an organizational culture rooted in fairness, loyalty, and reciprocal trust.

Kim and Choi (2023) provided further empirical validation, demonstrating that within collectivist environments, paternalistic leadership facilitates ethical congruence between individual and organizational goals. Their findings underscore how mutual respect, a fundamental characteristic of paternalistic leadership, enhances organizational identification by aligning employees' personal values with institutional objectives. Additionally, Van Dick et al. (2018) argued for a more differentiated understanding of paternalistic leadership, given its three distinct dimensions - authoritarian, benevolent, and moral. While the authoritarian aspect may potentially undermine identification, the benevolent and moral components have been shown to positively reinforce employees' social identity within the workplace.

Despite the increasing scholarly attention to these dynamics, empirical investigations into the effects of paternalistic leadership on organizational identification within Jordan's industrial sector remain scarce. Given the central role of cultural values in shaping leadership perceptions and organizational behavior, it is essential to further explore these relationships in the Jordanian context. Based on the reviewed literature, the following hypothesis is proposed:

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 significantly enhances employees' propensity to voice their ideas and concerns, particularly when leaders demonstrate both benevolence and ethical behavior. Employees who perceive their supervisors as just, caring, and principled are more likely to engage in voice behavior - voluntarily offering suggestions or raising concerns for the benefit of the organization. In a similar vein, Jia et al. (2021) highlighted that paternalistic leadership contributes to the creation of a supportive organizational climate that encourages open communication,

particularly when leaders embody moral integrity, fairness, and mutual respect. Such an environment cultivates interpersonal trust, which is essential for employees to feel psychologically safe when expressing their views.

Empirical findings across different organizational contexts reinforce this association. Research by Nal (2020), Liu and Wang (2023), and Özyılmaz and Oral Ataç (2019) consistently reports a positive relationship between paternalistic leadership and voice behavior. These studies indicate that when leaders exhibit the core dimensions of paternalism - authoritative guidance, benevolent support, and moral leadership - employees are more inclined to communicate their ideas and participate in organizational dialogue. This leadership style nurtures a sense of psychological safety, empowering employees to contribute meaningfully to workplace improvement. As a result, such leadership enhances organizational learning, innovation, and problem-solving capacity. In light of this body of evidence, the present study proposes 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 and Sleenbos (2006) highlighted the significant influence of cultural values on the development of organizational identification. Their study revealed that employees are more likely to form a strong sense of identification with their organization when they perceive its cultural environment as inclusive, supportive, and aligned with their personal values. Similarly, Schein (2010) emphasized the foundational role of organizational culture in fostering identification, suggesting that the extent to which individual and organizational values are aligned directly impacts the depth of an employee's identification. Building on this perspective, Alvesson (2012) demonstrated that cultural norms and values play a vital role in shaping how employees understand their roles, navigate workplace relationships, and ultimately cultivate a sense of belonging within the organizational setting.

Further empirical support is provided by Jin and Lee (2020), who investigated cultural values in the context of a multinational corporation and found that a workplace culture emphasizing trust, collaboration, and shared purpose significantly enhanced organizational identification among managerial staff. Similarly, Harrison et al. (2008) examined service-based organizations and reported that cultures characterized by fairness, transparency, and inclusivity were associated with elevated levels of employee identification. Their results reinforce the notion that congruence between personal and organizational values cultivates a deeper psychological attachment and commitment to the organization.

In light of these insights, organizations that intentionally foster and uphold cultural values aligned with employee beliefs are more likely to strengthen organizational identification. This alignment not only supports higher levels of employee engagement and satisfaction but also contributes to improved retention and overall organizational effectiveness. Accordingly, the present study proposes 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

A growing body of research highlights the pivotal role of cultural values in shaping employees' voice behavior. Avey et al. (2009) indicated that when organizational culture is grounded in values such as empowerment, collaboration, and transparency, employees are more inclined to express their ideas and concerns. In such environments, particularly those emphasizing trust and inclusivity, managers tend to feel psychologically safe, which enhances their willingness to contribute constructive input aimed at organizational improvement.

Morrison (2011) further underscored that cultures fostering openness, encouragement, and innovation create conditions conducive to voice behavior. She argued that when employees perceive the organizational environment as supportive of feedback and solution-oriented dialogue, they are more likely to take initiative and engage in voice-related activities. This relationship appears particularly relevant for managerial roles, where the capacity to influence decisions is closely linked to cultural endorsement of participatory practices.

Complementing these insights, Burris (2012) examined voice behavior within hierarchical settings and found that supportive cultural norms - where managers are respected, trusted, and empowered - significantly increased their likelihood of speaking up. The presence of such cultural values was associated with more proactive communication, especially in contexts requiring critical feedback and strategic input. Based on this theoretical and empirical foundation, the following hypothesis is proposed:

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

The Effect of Work Engagement on Organizational Identification

The existing body of research highlights that employees are more likely to contribute effectively to organizational success when they develop a strong sense of organizational identification. Employees who strongly identify with their organization typically demonstrate positive attitudes toward it and

show higher levels of engagement in their tasks (De Roeck et al., 2016; Gozukara & Simsek, 2015). A profound sense of belonging fosters the perception that employees are integral and valued members of the organization (Abdullah et al., 2017; Nwanzu & Babalola, 2019). Empirical evidence further supports a positive link between organizational identification and employee commitment (Davila, 2012; Chan, 2006). Importantly, commitment is conceptually aligned with the notion of work engagement and is often considered a component of state engagement, which forms a subdimension within the broader framework of employee engagement (Klein et al., 2009; Macey & Schneider, 2008).

Drawing on this theoretical foundation, the present study proposes that organizational identification positively influences employees' work engagement. Employees who strongly identify with their organization are likely to display higher emotional and cognitive involvement in their roles (De Roeck et al., 2016; Schaufeli et al., 2002; Zhao et al., 2019).

Furthermore, research suggests a reciprocal relationship in which heightened work engagement strengthens organizational identification (De Roeck et al., 2016; Schaufeli et al., 2002; Zhao et al., 2019). Engaged employees tend to internalize organizational values, missions, and objectives, reinforcing their sense of belonging and loyalty. This dynamic not only supports employee well-being but also enhances organizational performance. Based on this rationale, the following hypothesis is formulated:

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

The Effect of Work Engagement on Voice Behavior

A substantial body of empirical evidence consistently affirms that work engagement significantly and positively affects employees' voice behavior (Korkmaz et al., 2018; Nisar et al., 2020; Nal, 2020). Work engagement is defined as a psychological condition marked by energy, dedication, and immersion, capturing employees' enthusiasm and deep involvement in their professional roles. Individuals who are highly engaged are more inclined to offer constructive input, including suggestions and feedback, as part of their proactive efforts to support organizational improvement.

This proactive communication - commonly conceptualized as voice behavior - serves to strengthen internal communication mechanisms, facilitate problem-solving, and drive innovation, thereby enhancing overall organizational performance. Accordingly, fostering work engagement through enabling leadership styles and supportive organizational practices is critical in nurturing an environment that values employee voice.

In support of this relationship, studies by De Roeck et al. (2016), Schaufeli et al. (2002), and Zhao et al. (2019) have shown that engaged employees often develop a heightened sense of psychological ownership and accountability toward their organizations. This emotional and cognitive bond enhances their readiness to engage in organizational initiatives, including the articulation of creative ideas and constructive concerns. Based on this theoretical grounding and empirical validation, the study advances the following hypothesis:

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

The relation between culture, Paternalistic Leadership, and organizational identification

Previous studies indicate that paternalistic leadership, characterized by a blend of authority, care, and guidance, positively affects employees' organizational identification (Shahzad et al., 2022). This influence is particularly pronounced when the organization's cultural values closely resonate with employees' personal beliefs and goals, thereby fostering a shared value system that strengthens their identification with the organization (Suifan et al., 2020).

The literature also underscores the mediating role of cultural values in the link between paternalistic leadership and organizational identification (Shahzad et al., 2022; Suifan et al., 2020; Yeşiltaş et al., 2022). Paternalistic leadership merges authoritative decision-making with benevolence and moral integrity, presenting a leadership style that harmonizes control with genuine concern. Within this framework, cultural values act as a crucial mechanism through which paternalistic leadership cultivates employees' emotional bonds and loyalty toward the organization.

By fostering and maintaining a culture grounded in supportive and constructive values, leaders can significantly boost employees' feelings of belonging and commitment, thereby strengthening organizational unity and enhancing overall organizational performance. Based on these theoretical insights and empirical evidence, the following hypothesis is formulated:

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

The relation between culture, paternalistic leadership, and voice behavior

Paternalistic leadership, which combines authoritative control with benevolent care, is significantly shaped by cultural values, particularly within

collectivist and high power distance societies. Leaders employing this style often leverage prevailing cultural norms to cultivate trust and loyalty among employees, thereby fostering an organizational climate that encourages voice behavior. Ayman (2006) emphasized that cultural dimensions such as collectivism influence employees' perceptions of paternalistic leadership, strengthening its positive impact on behaviors like the expression of constructive suggestions. Similarly, Morrison (2011) argued that employees' propensity to engage in voice behavior is contingent upon cultural congruence, where alignment of values enhances psychological safety and trust within hierarchical organizational structures.

Cultural values function as an essential mediating factor in the process through which paternalistic leadership influences managers' voice behavior. Empirical research indicates that when leadership behaviors align with prevailing cultural norms, employees are more inclined to view their leaders as supportive, which encourages proactive participation. For example, Farh et al. (2008) demonstrated that collectivist cultural values and respect for authority strengthen the positive association between paternalistic leadership and employee voice. Similarly, Chen and Farh (2021) emphasized that leadership effectiveness in multicultural settings is enhanced when cultural congruence acts as a mediator, fostering greater trust and loyalty that motivate employees to express their viewpoints openly.

Together, these findings highlight the pivotal mediating role of cultural values in shaping the relationship between leadership approaches and employee behaviors across varied organizational contexts. The mediation underscores that shared cultural norms and values influence how paternalistic leadership is perceived and enacted, which, in turn, affects employees' readiness to engage in voice behavior without fearing adverse repercussions. Building on this theoretical and empirical groundwork, the present study formulates the following hypothesis:

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

The relation between work engagement, paternalistic leadership, and organizational identification

While direct empirical evidence on the mediating role of work engagement between paternalistic leadership and employees' voice behavior remains sparse, related studies offer important insights. Paternalistic leadership, characterized by a combination of authority and benevolence, has been shown to positively impact both employees' voice behavior and their engagement levels at work (Korkmaz et al., 2018; Nisar et al., 2020; Nal, 2020). This leadership style fosters an organizational environment where

employees feel appreciated, supported, and motivated to share their ideas and suggestions aimed at organizational enhancement.

Simultaneously, work engagement - which reflects the extent of employees' enthusiasm, commitment, and absorption in their tasks - has been consistently associated with a higher propensity for voice behavior (Huang & Yin, 2024; Ensari et al., 2020). Engaged employees typically experience increased feelings of empowerment and intrinsic motivation, which encourage them to proactively communicate constructive feedback and innovative proposals.

Grounded in these theoretical and empirical perspectives, this study proposes that work engagement mediates the positive relationship between paternalistic leadership and organizational identification among managerial staff.

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

The relation between work engagement, paternalistic leadership, and voice behavior

Empirical evidence indicates that employees who exhibit high levels of work engagement are more inclined to participate in proactive voice behavior, offering ideas, suggestions, and concerns that promote organizational advancement (Öge et al., 2018). When employees perceive their contributions as valued and acknowledged, they help cultivate a workplace culture characterized by openness and innovation, thereby enhancing overall organizational effectiveness (Ashfaq & Siddiqui, 2020).

Accordingly, work engagement functions as a vital mediating factor in the connection between paternalistic leadership and employee voice behavior. By fostering greater engagement, paternalistic leaders can create a psychological environment where employees feel safe, supported, and empowered to express their perspectives and actively engage in decision-making processes within the organization (Zhang et al., 2015). This process contributes to improved communication flows, more informed managerial decisions, and heightened organizational performance (Ensari et al., 2020; Huang & Yin, 2024). Based on these theoretical and empirical insights, the current 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:

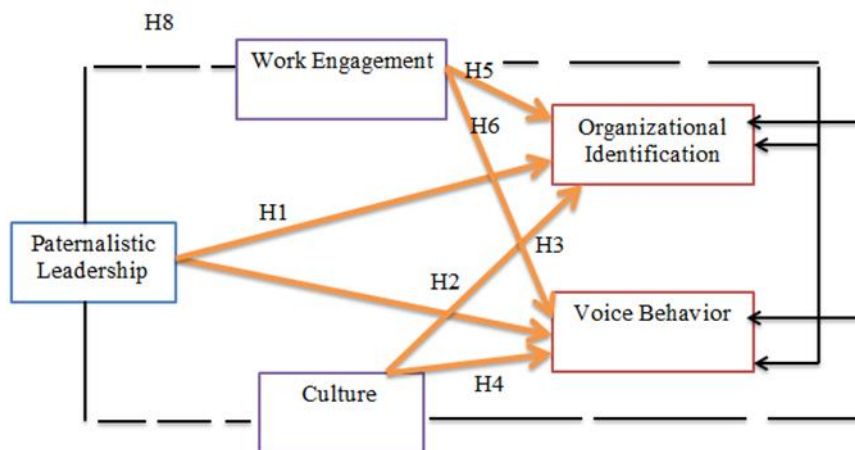


Figure 1: Research Model

Research Approach and Design

The primary data sources for this research encompass a comprehensive array of scholarly materials, including academic textbooks, peer-reviewed journal articles, periodicals, official reports, and relevant prior studies directly pertinent to the research topic. To augment these traditional sources, the researcher has also utilized credible and authoritative online resources, ensuring a thorough and up-to-date understanding of the subject matter. The integration of these diverse sources provides a robust scientific foundation and adheres to rigorous academic standards throughout the study.

A carefully designed structured questionnaire was developed to gather empirical data, ensuring strong alignment with the study's hypotheses and theoretical foundation. This tool aimed to precisely measure the core variables of interest and support the rigorous examination of the hypothesized relationships. The data collection process involves directly administering the questionnaire to the selected participants.

The sampling unit comprises managers from various organizational levels within Jordanian companies, representing a range of educational qualifications and professional experiences. This heterogeneity within the managerial sample aims to provide a comprehensive and representative insight into the studied phenomena, thereby enhancing the external validity and generalizability of the study's conclusions.

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 study employed a proportional stratified random sampling technique to ensure representative coverage of the managerial population across companies of varying sizes. This sampling method was selected to account for differences in company size - measured by the number of employees - and to guarantee that the sample accurately reflects the distribution of managers within these companies. Proportional stratified sampling systematically divides the population into homogeneous strata based on relevant characteristics, thereby enhancing sample representativeness and improving the generalizability of the findings.

Within each stratum, simple random sampling was employed to select individual managers, guaranteeing that every member of the population had an equal chance of being chosen. This method helps reduce selection bias and enhances the validity of generalizing findings to the larger managerial population (Bryman & Bell, 2015).

The overall population comprised 3,612 managers in top and middle management roles across 239 firms listed on the Amman Stock Exchange (ASE, 2023). The sample size was calculated based on Krejcie and Morgan's (1970) recommendations, which suggest a sample of approximately 350 for a population of this size. To mitigate the effects of non-response bias - known to reach rates as high as 80% in mail surveys (Khan et al., 2016) - the sample size was accordingly adjusted. The Krejcie and Morgan (1970) formula was applied to ensure sufficient statistical power and robustness of the study's results.

<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	1000000	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 ten experts participated in the validation processes. The feedback of the experts was used to alter the measurements so that they can 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 research population consisted of top- and middle-level managers working within Jordanian shareholding industrial firms, identified through official records from the Jordanian Ministry of Industry and Trade. Data were collected over a two-month period, spanning February to April 2024. The total population comprised 3,612 managers employed across 239 companies listed on the Amman Stock Exchange. Employing a stratified random sampling method, the minimum sample size required was established at 347 managers according to Krejcie and Morgan's (1970) guidelines. A total of 400 questionnaires were distributed to the selected participants, with 347 completed forms returned, resulting in an 86.8% response rate. Following data screening and cleaning procedures, 318 responses were deemed valid for subsequent analysis, reflecting an effective usable response rate of 79.5%. These statistics are detailed in Table 2.

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

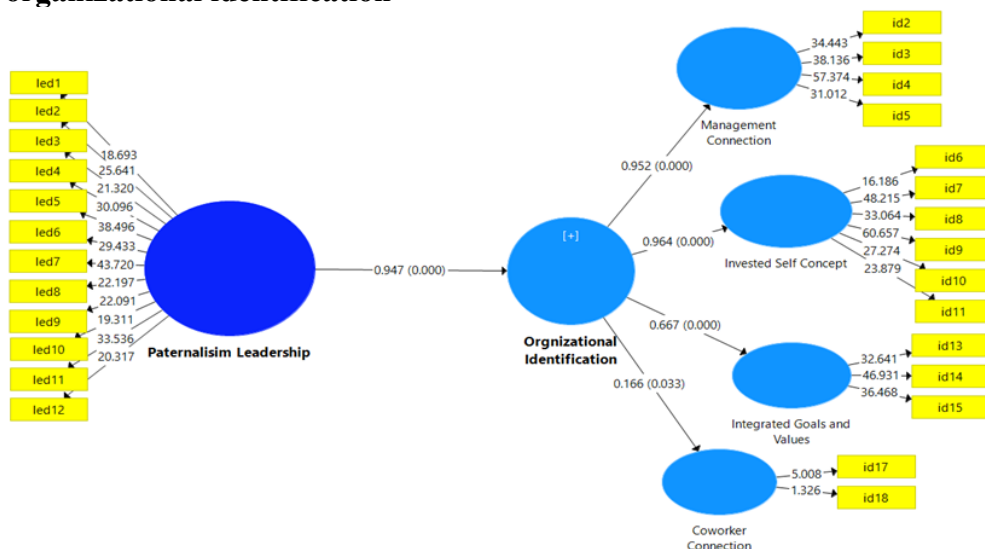
Table 3 demonstrates that paternalistic leadership has a strong and positive impact on managers' organizational identification, as evidenced by a significant coefficient ($B = 0.947$, $p < 0.001$). Among the four dimensions of organizational identification assessed, the invested self-concept ($B = 0.964$) and management connection ($B = 0.952$) show the strongest relationships with paternalistic leadership. This suggests that managers influenced by paternalistic leadership are more likely to view themselves as deeply integrated within the organization and maintain a close rapport with senior leadership.

Additionally, there is a noteworthy positive association between paternalistic leadership and the alignment of integrated goals and values ($B = 0.667$), indicating that this leadership style promotes an environment where managers' personal objectives harmonize closely with those of the

organization. While the effect on coworker connection is weaker ($B = 0.166$, $p = 0.033$), it remains statistically significant, suggesting that paternalistic leadership primarily strengthens identification with the organization and its leaders rather than peer relationships.

The high T-values observed across most dimensions further confirm the reliability and robustness of these findings. Taken together, these results support Hypothesis 1 (H1), confirming that paternalistic leadership plays a critical role in fostering organizational identification among managers by enhancing their personal commitment and alignment with organizational values.

Figure 2 shows 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.

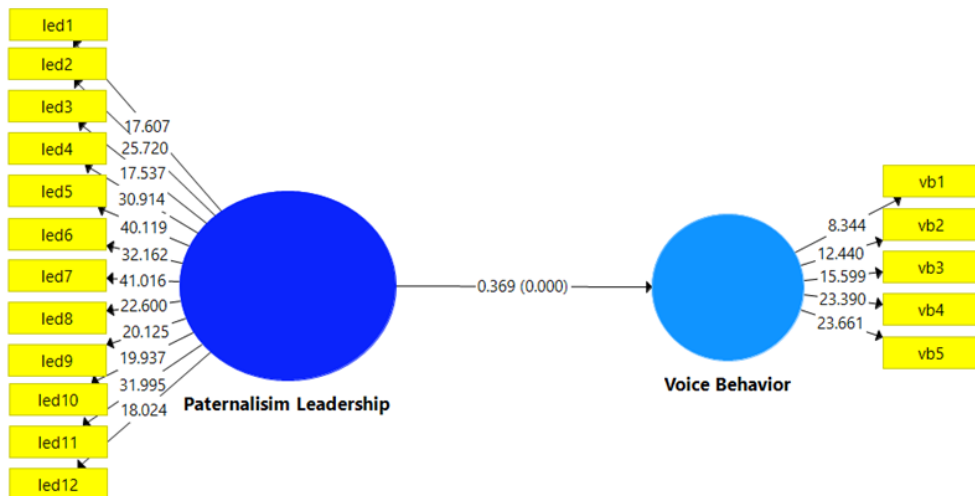
Table 4: Coefficient “Paternalistic Leadership on voice behavior”

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 hypothesis testing regarding the influence of paternalistic leadership on the outcome variable, voice behavior. The analysis utilized a decision rule based on the t-statistic, where the null hypothesis is rejected if the associated p-value is less than 0.05. In this study, all tested relationships produced p-values below this cutoff, indicating that the findings are statistically significant. Accordingly, the results confirm a

positive and direct impact of paternalistic leadership on managers' voice behavior.

Figure 3 shows the path analysis test (t) for Paternalistic Leadership on voice behavior



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

Table 5: Coefficient “cultural values on organizational identification”

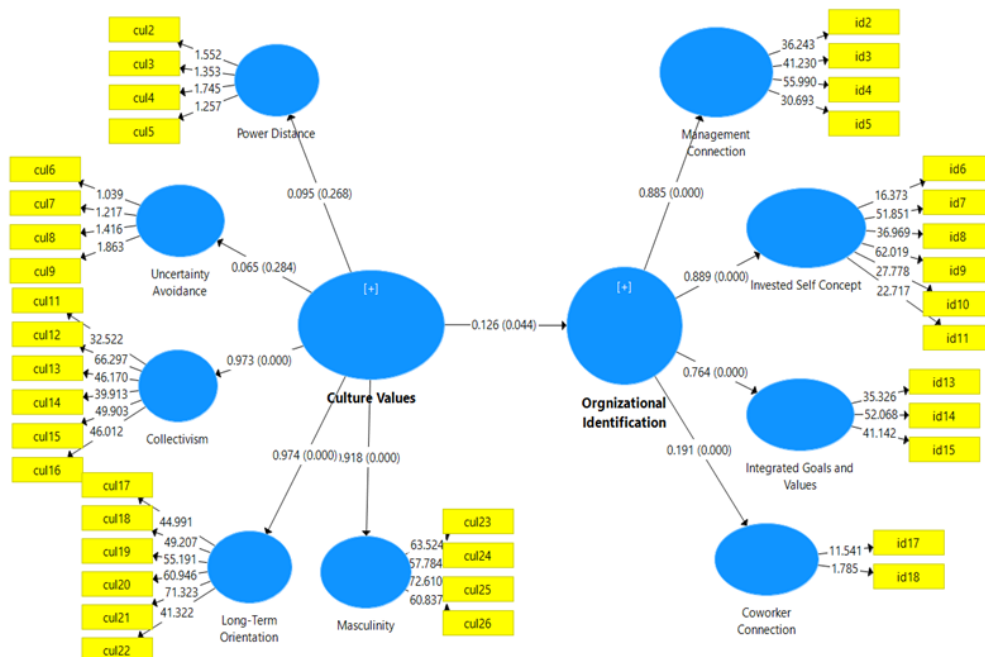
Element	B	Mean	S. D	T	P	Result
Culture vales -> Organizational Identification	0.126	0.129	0.063	2.016	0.044	accept

Table 5 presents the findings regarding the influence of cultural values on organizational identification among managers. The results reveal a statistically significant positive relationship between cultural values and organizational identification ($B = 0.126$, $p = 0.044$), although the magnitude of this effect is comparatively modest relative to that of paternalistic leadership. Specifically, the dimensions of management connection ($B = 0.112$, $p = 0.043$) and invested self-concept ($B = 0.112$, $p = 0.044$) exhibit comparable levels of influence, indicating that cultural values foster a sense of connection to leadership and contribute to managers' perception of themselves as integral members of the organization.

Additionally, the impact of cultural values on the integration of goals and values ($B = 0.097$, $p = 0.048$) is significant, albeit slightly weaker, suggesting that alignment with organizational culture supports managers in harmonizing their personal objectives with the company's mission. Conversely, the effect of cultural values on coworker connection ($B = 0.024$, $p = 0.122$) is not statistically significant, implying that cultural values alone may not substantially enhance peer relationships among managers.

These findings indicate that while a robust organizational culture reinforces managers' identification primarily through alignment with leadership and personal investment, it does not necessarily strengthen interpersonal bonds among colleagues. Overall, the evidence supports the acceptance of Hypothesis 3 (H3), with the exception of the coworker connection dimension, underscoring the nuanced role of cultural values in shaping organizational identification.

Figure 4 shows path analysis test (t) for cultural values on organizational identification



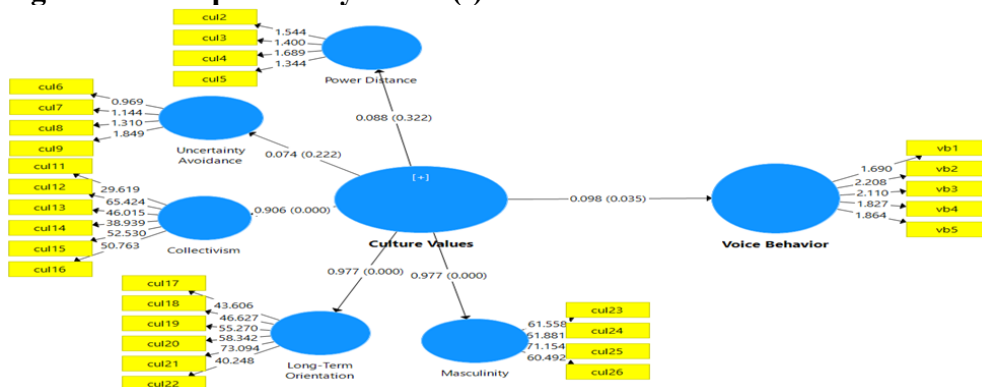
H4 Cultural values have a significant positive impact on voice behavior among managers in companies.

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 displays the results of hypothesis testing regarding the effect of cultural values on the dependent variable, voice behavior. The analysis employed a decision criterion based on the t-statistic, whereby the null hypothesis is rejected if the associated p-value is less than 0.05. In this study, all tested relationships demonstrated p-values below this threshold, indicating statistical significance. These findings confirm that cultural values exert a positive and direct influence on managers' voice behavior.

Figure 5 shows 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”

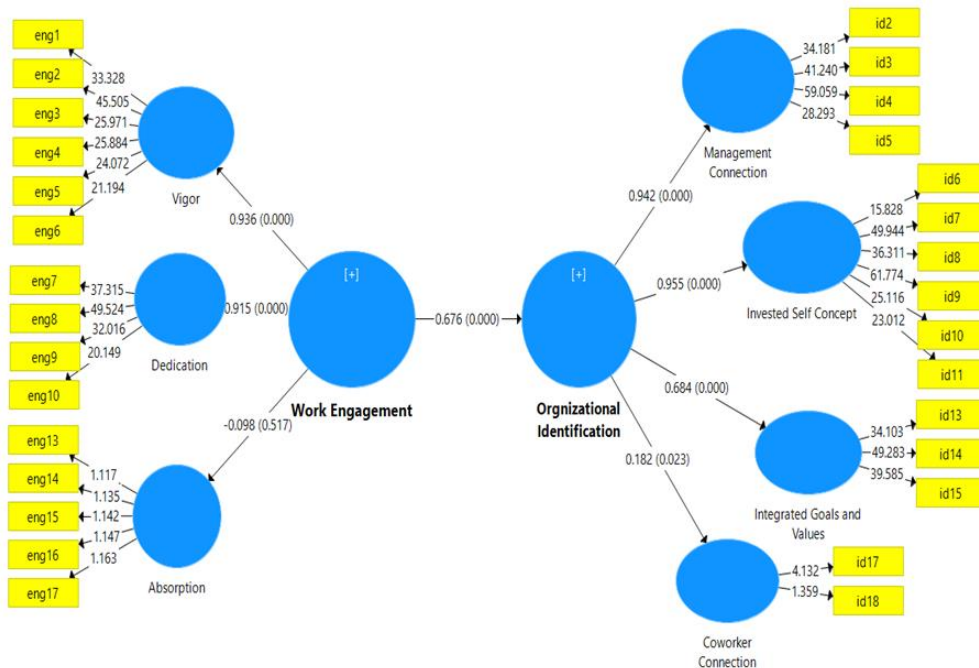
Element	B	Mean	S. D	T	P	Result
Work engagement -> Organizational Identification	0.676	0.674	0.044	15.442	0.000	accept

Table 7 displays the results regarding the influence of work engagement on managers’ organizational identification. The findings indicate a statistically significant and positive overall effect ($B = 0.676$, $p < 0.001$), suggesting that managers exhibiting higher work engagement tend to demonstrate stronger organizational identification. Within the examined dimensions, management connection ($B = 0.637$, $p < 0.001$) and invested self-concept ($B = 0.646$, $p < 0.001$) exert the most pronounced effects. These results imply that engaged managers experience a deeper affiliation with organizational leadership and perceive a heightened personal commitment to the organization.

Additionally, work engagement shows a significant, albeit somewhat weaker, impact on the alignment of integrated goals and values ($B = 0.462$, $p < 0.001$), implying that engagement facilitates congruence between managers’ personal objectives and the organization’s mission. The effect on coworker connection ($B = 0.123$, $p = 0.021$), while the smallest among the dimensions, remains statistically significant, reflecting a less pronounced but meaningful role in fostering peer relationships.

The consistently high T-values across all dimensions affirm the robustness and reliability of these results. Collectively, these findings support Hypothesis 5 (H5), underscoring the essential role of work engagement in enhancing organizational identification by strengthening managerial ties to leadership, personal investment, and goal congruence.

Figure 6 shows the path analysis test (t) for work engagement on organizational identification.



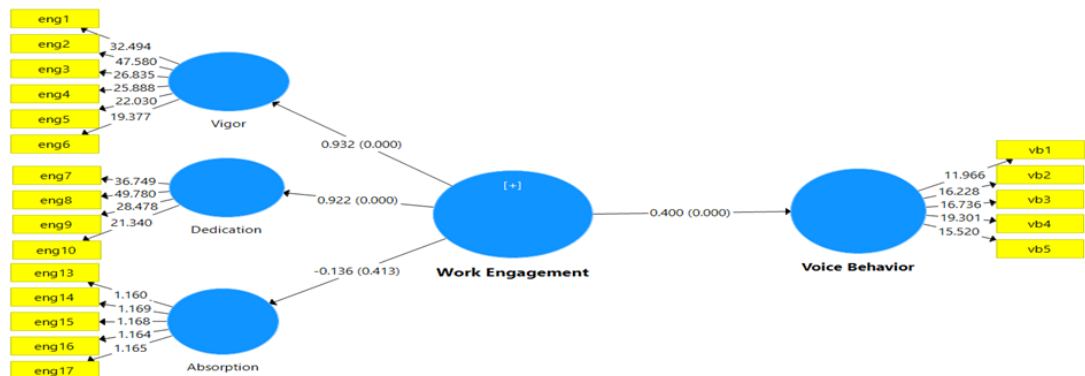
H6 Work engagement has a significant positive impact on voice behavior among managers in companies.

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 summarizes the hypothesis testing results concerning the influence of work engagement on voice behavior. Following the decision rule associated with the t-statistic, the null hypothesis is rejected when the p-value is less than 0.05. In this analysis, all tested relationships exhibited p-values below this significance threshold, indicating statistical significance. Consequently, the findings reveal a positive and direct effect of work engagement on managers’ voice behavior.

Figure 7 shows the 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 summarizes the hypothesis testing outcomes related to the mediating effect of cultural values on the relationship between paternalistic leadership and organizational identification. Using a decision criterion based on the t-statistic, the null hypothesis is rejected if the corresponding p-value falls below 0.05. In this analysis, all examined relationships produced p-values under this cutoff, signifying statistical significance. These results confirm that cultural values significantly mediate the positive association between paternalistic leadership and organizational identification.

Table 10 reports the Variance Accounted For (VAF) value, which falls between 20% and 80%, suggesting the presence of partial mediation by cultural values. The VAF was calculated using the formula proposed by Hair, Ringle, and Sarstedt (2014):

$$\text{VAF} = (pa * Pb) / (pa * Pb + Pc)$$

$$\text{VAF (1)} = (0.271 * 0.291) / (0.271 * 0.291 + 0.079)$$

$$\text{VAF} = 0.078861 / 0.157861$$

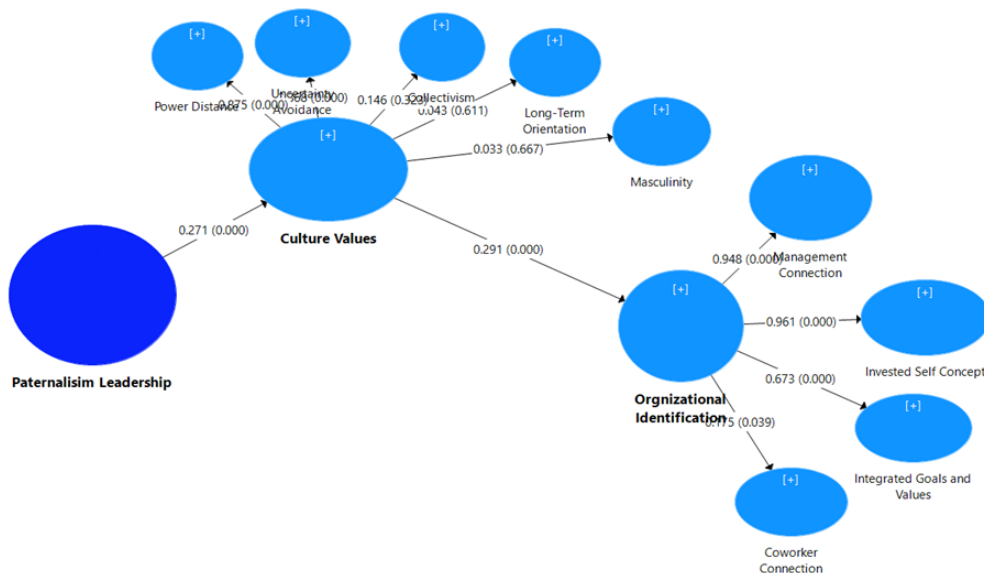
$$\text{VAF} = 49.95\%$$

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

The calculated Variance Accounted For (VAF) measures the degree to which cultural values mediate the relationship between paternalistic leadership and organizational identification. A VAF of 49.95% indicates that cultural values serve as a partial mediator, explaining nearly half of the overall effect that paternalistic leadership has on organizational identification. This result highlights the important, though partial, role of cultural values in conveying the impact of paternalistic leadership on both organizational identification and voice behavior. Consequently, cultural values partially mediate this relationship, emphasizing their crucial role in influencing how leadership styles affect employee identification and proactive engagement within organizational settings.

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 hypothesis testing outcomes related to the mediating role of cultural values in the relationship between paternalistic leadership and voice behavior. According to the decision criterion based on the t-statistic, the null hypothesis is rejected when the p-value falls below 0.05. In this analysis, all tested relationships showed p-values under this threshold, confirming statistical significance. These findings validate that cultural values act as a mediator in the positive association between paternalistic leadership and voice behavior.

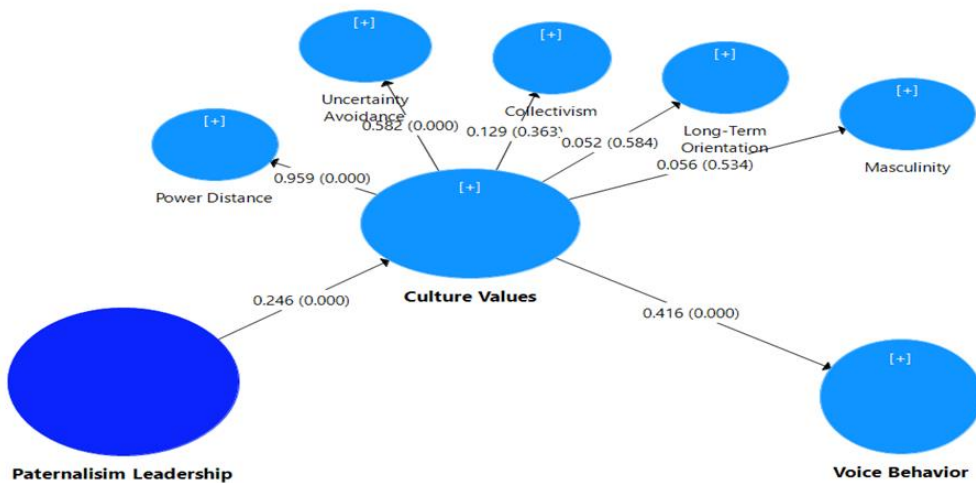
Table 12 provides the Variance Accounted For (VAF) value, which ranges between 20% and 80%, indicating that cultural values partially mediate the relationship. Using the formula outlined by Hair, Ringle, and Sarstedt (2014), the VAF was calculated to be 49.84%. This result demonstrates that cultural values partially mediate the influence of paternalistic leadership on voice behavior, explaining nearly half of the total effect.

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

The calculated (VAF) quantifies the extent of mediation between paternalistic leadership and voice behavior through cultural values. Specifically, the VAF value of 49.84% indicates that cultural values serve as a partial mediator, explaining approximately half of the total effect of paternalistic leadership on voice behavior. This finding highlights the important mediating role of cultural values in shaping how paternalistic leadership influences employees’ willingness to express constructive ideas and concerns. Thus, cultural values partially mediate the relationship between paternalistic leadership and voice behavior, emphasizing their critical contribution to fostering open communication within organizations.

Figure 9 path analysis test (t) for Paternalism Leadership on voice behavior through the mediating role of cultural values



Hypothesis 9: Work engagement mediates 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 summarizes the results of hypothesis testing on the mediating effect of work engagement in the relationship between paternalistic leadership and organizational identification. Following the decision rule based on the t-statistic, the null hypothesis is rejected if the p-value is less than 0.05. In this analysis, all examined paths exhibited p-values below this threshold, indicating statistical significance. These outcomes confirm that work engagement serves as a mediator in the positive link between paternalistic leadership and organizational identification.

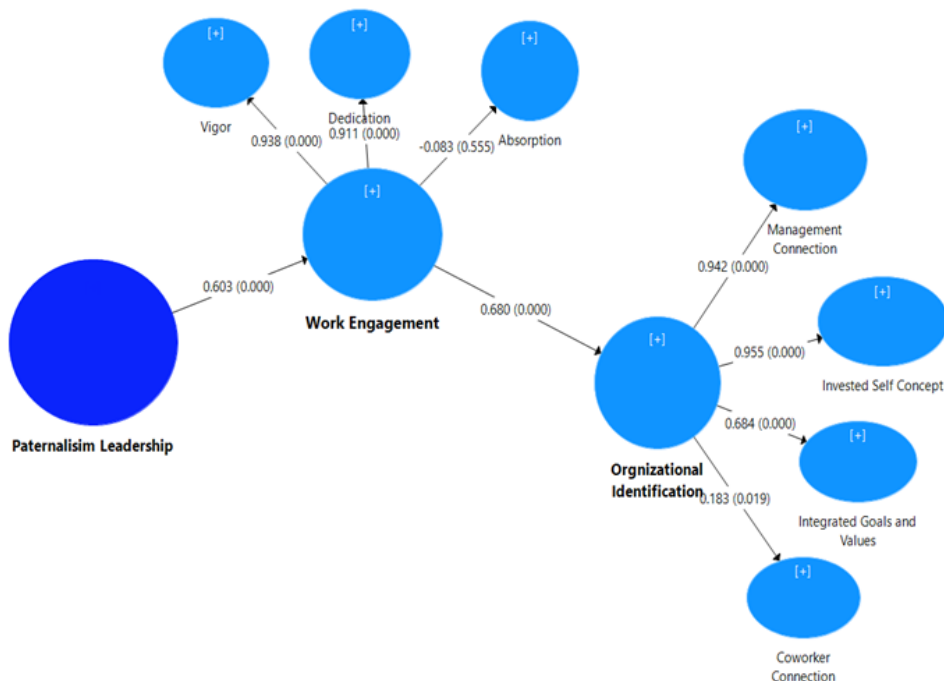
Table 14 displays the Variance Accounted For (VAF) value, which lies between 20% and 80%, suggesting partial mediation by work engagement. Applying the formula proposed by Hair, Ringle, and Sarstedt (2014), the VAF was calculated at 50.00%. This finding reveals that work engagement partially mediates the impact of paternalistic leadership on organizational identification, accounting for half of the overall effect.

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

The computed (VAF) quantifies the degree to which work engagement mediates the relationship between paternalistic leadership and organizational identification. A VAF of 50.00% signifies that work engagement functions as a partial mediator, explaining about half of the overall effect of paternalistic leadership on organizational identification. This result highlights the critical role of work engagement in transmitting the positive impact of paternalistic leadership on employees’ organizational identification. Consequently, work engagement partially mediates this relationship, emphasizing its significance in strengthening organizational commitment through effective leadership practices.

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



Hypothesis 10: Work engagement mediates 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 illustrates the hypothesis testing outcomes concerning the mediating effect of work engagement on the relationship between paternalistic leadership and voice behavior. According to the decision criterion based on the t-statistic, the null hypothesis is rejected when the p-value is less than 0.05. In this analysis, all evaluated paths yielded p-values below this threshold, confirming the statistical significance of the findings. These results demonstrate that work engagement positively mediates the influence of paternalistic leadership on voice behavior.

Table 16 presents the Variance Accounted For (VAF) value, which falls within the 20% to 80% range, indicating partial mediation by work engagement. Applying the formula from Hair, Ringle, and Sarstedt (2014), the VAF was computed as 49.92%. This indicates that work engagement partially mediates the relationship between paternalistic leadership and voice behavior, explaining nearly half of the overall effect.

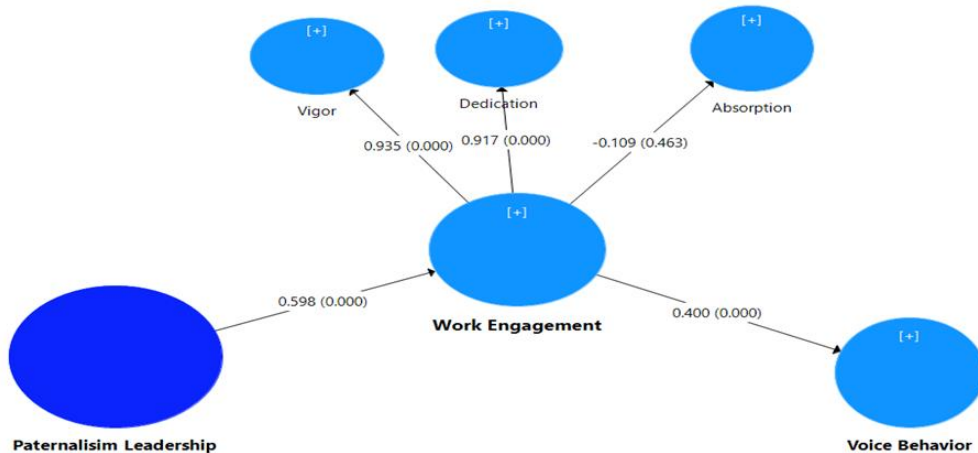
Table 16: Mediation Analysis based on Preacher and Hayes (2008)”

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

The calculated Variance Accounted For (VAF) reflects the proportion of variance explained by the mediating effect within the relationship between paternalistic leadership and voice behavior. Specifically, work engagement acts as a partial mediator, with a VAF value of 0.4992, indicating that it explains approximately 49.92% of the total effect. These findings confirm that work engagement plays a significant yet partial mediating role, underscoring

its importance in enhancing the impact of paternalistic leadership on employees' likelihood to participate in 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 identified a significant positive and direct impact of paternalistic leadership on organizational identification. This aligns with existing research emphasizing leadership styles that blend authority and benevolence in fostering employees' sense of belonging and alignment with organizational objectives. Leaders who offer care alongside clear direction build trust and emotional connections, encouraging employees to internalize organizational values. Such effects are particularly prominent in collectivist cultures that value hierarchical yet supportive leadership. Supporting studies by Aycan (2021) and Chen et al. (2023) confirm that paternalistic leadership enhances employee commitment and identification by cultivating trust and psychological security.
2. Results also reveal that paternalistic leadership has a positive and direct effect on voice behavior. This leadership style creates a supportive atmosphere where employees feel emotionally connected and secure, motivating open expression of opinions and suggestions. Empirical evidence from Chen et al. (2023) and Aycan (2021) supports this, showing that trust and psychological safety fostered by paternalistic leaders encourage proactive communication and constructive feedback.
3. The findings indicate a positive and direct influence of cultural values on organizational identification. Shared organizational beliefs and

practices play a key role in shaping employees' psychological attachment and emotional alignment with their workplace. When cultural values such as inclusivity, respect, and innovation resonate with personal beliefs, employees develop a stronger sense of belonging. This is consistent with Schein's (2021) theoretical framework and empirical findings by Hofstede et al. (2022), which emphasize culture as foundational to fostering shared meaning and commitment.

4. Additionally, cultural values were shown to positively and directly affect voice behavior. Organizational norms that emphasize trust, respect, and inclusivity cultivate a climate conducive to open communication, allowing employees to voice ideas and concerns without fear. This echoes Schein's (2021) assertion that cultures promoting psychological safety enhance employee voice, and Hofstede et al.'s (2022) demonstration that participatory cultures empower active organizational engagement.
5. Work engagement exhibited a significant positive and direct relationship with organizational identification. Employees demonstrating vigor, dedication, and absorption tend to internalize organizational values more deeply, strengthening their psychological connection and alignment with organizational goals. This relationship is well-supported by Schaufeli et al. (2022) and Bakker and Albrecht (2021), who highlight engagement's role in fostering belonging and intrinsic motivation.
6. Similarly, the study confirmed that work engagement positively impacts voice behavior. Engaged employees display greater enthusiasm and commitment, leading to increased willingness to share ideas, concerns, and constructive feedback. This is consistent with Bakker and Albrecht's (2021) research, indicating that high engagement enhances psychological ownership and responsibility, motivating employees to contribute beyond formal roles.
7. The mediating role of cultural values between paternalistic leadership and organizational identification was supported, illustrating the nuanced interaction where leadership grounded in authority and benevolence exerts influence through culturally embedded values like respect for hierarchy and collectivism. According to Schein's (2021) framework, cultural values amplify paternalistic leadership's effect by strengthening employees' identification with leaders and the organization.
8. Cultural values also mediated the link between paternalistic leadership and voice behavior. Cultural norms related to authority, collectivism, and relational focus influence how employees perceive leadership and

their comfort in expressing opinions. These results align with Zhang et al. (2022), who note that cultural congruence enhances psychological safety, encouraging voice behavior under paternalistic leadership.

9. Work engagement was identified as a partial mediator in the relationship between paternalistic leadership and organizational identification, indicating that employees' emotional and psychological investment in their work bolsters leadership's effect on organizational attachment. By fostering trust and loyalty, paternalistic leaders indirectly increase identification through enhanced engagement, consistent with Bakker and Albrecht's (2021) view of engagement as a mechanism linking leadership and commitment.
10. Finally, the study confirmed that work engagement mediates the positive impact of paternalistic leadership on voice behavior. Paternalistic leadership fosters a work environment supportive of employee well-being and psychological safety, which enhances engagement levels. Engaged employees feel empowered to voice ideas and feedback that drive organizational improvement. This mediation effect is supported by Bakker and Albrecht's (2021) findings, emphasizing engagement as a crucial pathway through which leadership shapes proactive employee behaviors like voice.

Suggestions for Future Research

Firstly, subsequent research could examine the interplay between paternalistic leadership, work engagement, and employee behaviors across different cultural contexts. Since this study was situated within the Jordanian cultural environment, expanding the scope to include countries with diverse cultural orientations - such as more individualistic societies or other collectivist cultures - would be valuable. Comparative analyses could illuminate whether the mediating roles of work engagement and cultural values are consistent across varying cultural frameworks or whether distinct cultural factors modulate leadership effects and employee behavioral outcomes.

Secondly, to better establish causal relationships among paternalistic leadership, work engagement, organizational identification, and voice behavior, future research should adopt longitudinal study designs. Monitoring these variables over an extended timeframe would allow for a more precise examination of their temporal dynamics and the sustained effects of paternalistic leadership on employee outcomes. Additionally, longitudinal data would help clarify the persistent mediating role of work engagement and reveal any new factors that may affect these relationships over time.

Thirdly, while the present research highlights work engagement and cultural values as mediators, further exploration of additional mediating and

moderating variables is warranted to deepen understanding of the mechanisms underpinning paternalistic leadership effects. Future investigations might explore constructs such as emotional intelligence, organizational justice, or psychological safety as potential mediators. Additionally, moderating factors like job characteristics, variations in leadership styles, or individual personality traits could significantly influence the strength and direction of paternalistic leadership's impact on organizational behaviors.

Finally, adopting a mixed-methods approach could enhance the robustness and richness of future research. While self-reported questionnaires are prevalent, incorporating objective behavioral indicators - such as performance evaluations, supervisor assessments, or documented instances of voice behavior - would offer a more comprehensive perspective on the consequences of paternalistic leadership. Combining qualitative methods, including interviews or focus groups, with quantitative data would further deepen insights into how employees perceive leadership behaviors and experience engagement, thus contributing to a more nuanced and holistic understanding.

Conclusion and Recommendations for Future Research

This research highlights the crucial influence of paternalistic leadership in enhancing organizational identification and promoting voice behavior among employees in Jordanian shareholding industrial firms. The findings indicate that leadership perceived as caring and supportive encourages employees to internalize organizational values and actively engage in providing constructive feedback to improve organizational performance.

Additionally, the study emphasizes the important mediating effects of employee engagement and cultural values within these relationships. Employees who are deeply emotionally and cognitively involved tend to exhibit stronger organizational identification and are more willing to express their ideas and concerns. Similarly, prevailing cultural norms significantly shape how employees interpret leadership styles and affect the formation and expression of their organizational identification.

Based on these insights, it is advisable for managers and organizational leaders to implement leadership styles that effectively combine authority with compassion. Concurrently, fostering a corporate culture that aligns with employees' personal values can enhance commitment, stimulate innovation, and contribute to long-term organizational success.

For future research, it is advisable to extend the current framework by exploring additional moderating variables, such as psychological safety, trust in leadership, and communication climate, to enrich the understanding of these dynamics. Furthermore, conducting comparative analyses across various industries and cultural contexts would offer valuable insights into the

influence of environmental and contextual factors. Employing longitudinal research designs would also be beneficial for establishing causal relationships and capturing temporal changes in the interplay among leadership, engagement, and employee behaviors.

Conflict of Interest: The authors reported no conflict of interest.

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

Funding Statement: The authors did not obtain any funding for this research.

Declaration for Human Participants: This study was approved by the Istanbul Okan University Ethics Committee, and the principles of the Helsinki Declaration were followed.

References:

1. Abdullah, A. G. K., Ling, Y. L., & Sufi, S. B. (2017). Organisational commitment and job satisfaction among staff of higher learning education institutions in Kelantan. *Journal of Business and Social Development*, 5(1), 1–11.
2. Alqhaiwi, Z. O. A. (2023). Excellence in Leadership in Jordan: The Role of Mindfulness (Doctoral dissertation, Swinburne University of Technology Melbourne, Australia).
3. Alvesson, M. (2012). *Organizational culture: Meaning, discourse, and identity*. Sage.
4. Ashfaq, M. B., & Siddiqui, D. A. (2020). Paternalistic Leadership and Followers' Innovative Behavior in Pakistan: The mediatory role of Ethical Climate, Psychological Empowerment and Team Identification. *Psychological Empowerment and Team Identification* (December 29, 2020).
5. Avey, J. B., Wernsing, T. S., & Luthans, F. (2009). Can positive employees help positive organizational change? *Journal of Applied Behavioral Science*, 45(4), 481-505.
6. Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory. In *Wellbeing: A Complete Reference Guide* (Vol. 2, pp. 37-64). Wiley-Blackwell.
7. Burris, V. (2012). The risks and rewards of speaking up: Managerial responses to employee voice. *Academy of Management Journal*, 55(4), 1056-1074.
8. Chan, A. W. (2006). Organizational identification: A case study of a Singaporean retail firm. *Journal of Communication Management*, 10(3), 274–287. <https://doi.org/10.1108/13632540610681121>

9. Chen, Y., & Farh, J.-L. (2021). Leadership styles and their effects in cross-cultural contexts: The interplay of cultural values. *Journal of International Business Studies*.
10. Cheng, B. S., Chou, L. F., & Wu, H. M. (2004). Paternalistic leadership and subordinate outcomes: A dual process model of paternalism in organizations. *Asian Journal of Social Psychology*, 7(3), 187-195.
11. Cheng, M. Y., & Wang, L. (2015). The mediating effect of ethical climate on the relationship between paternalistic leadership and team identification: A team-level analysis in the Chinese context. *Journal of Business Ethics*, 129(3), 639–654.
12. Davila, M. C. (2012). Organizational identification and organizational commitment in Spanish and Mexican employees. *Revista de Psicología del Trabajo y de las Organizaciones*, 28(1), 1–8. <https://doi.org/10.5093/tr2012a1>
13. De Roeck, K., El Akremi, A., & Swaen, V. (2016). Consistency matters: How and when does corporate social responsibility affect employees' organizational identification? *Journal of Management Studies*, 53(7), 1141–1168. <https://doi.org/10.1111/joms.12216>
14. Detert, J. R., & Burris, V. F. (2007). Leadership behavior and employee voice: Is the door really open? *Academy of Management Journal*, 50(4), 869-884.
15. Ensari, N., Erkılıç, E., & Karabay, M. E. (2020). The effect of work engagement on employee voice behavior: The mediating role of psychological empowerment. *Business & Management Studies: An International Journal*, 8(4), 2915–2935. <https://doi.org/10.15295/bmij.v8i4.1615>
16. Farh, J.-L., Liang, J., Chou, L.-F., & Cheng, B.-S. (2008). Paternalistic leadership in Chinese organizations: Research progress and future research directions. In *Leadership and Management in China: Philosophies, Theories, and Practices* (pp. 171–205). Cambridge University Press.
17. Fehr, R., & Gelfand, M. J. (2012). The forgiving organization: A multilevel model of forgiveness at work. *Academy of Management Review*, 37(4), 664–688.
18. Gelfand, M. J., Erez, M., & Aycan, Z. (2017). Cross-cultural organizational behavior. *Annual Review of Psychology*, 68, 335-359.
19. Göncü, A., Aycan, Z., & Johnson, R. E. (2014). Effects of paternalistic and transformational leadership on follower outcomes. *The International Journal of Management and Business*, 5 (1), 36–58.
20. Gozukara, I., & Simsek, O. F. (2015). Role of leadership in employees' work engagement: Organizational identification and job autonomy.

- International Journal of Business and Management, 10(3), 126–138.
<https://doi.org/10.5539/ijbm.v10n3p126>
21. Guchait, P., Lanza-Abbott, J., Madera, J. M., & Dawson, M. (2016). Should organizations be forgiving or unforgiving? A two-study replication of how forgiveness climate in hospitality organizations drives employee attitudes and behaviors. *Cornell Hospitality Quarterly*, 57(4), 379–395.
 22. Gupta, M., & Kumar, A. (2023). The role of paternalistic leadership in shaping organizational commitment and voice behavior: The mediating effect of work engagement. *Leadership & Organization Development Journal*, 44(6), 702-719.
 23. Harrison, S.H.; Ashforth, B.E.; Corley, K.G (2008). Identification in organizations: An examination of four fundamental questions. *J. Manag.* 34, 325–374.
 24. Huang, S., & Yin, H. (2024). The relationships between paternalistic leadership, teachers' emotional labor, engagement, and turnover intention: A multilevel SEM analysis. *Teaching and Teacher Education*, 143, 104552.
 25. Jia, J., Wang, Y., & He, W. (2021). Paternalistic leadership and employee outcomes: The mediating roles of emotional commitment and organizational identification. *Journal of Organizational Behavior*, 42(5), 709-727.
 26. Judeh, M. (2020). Effect of work environment on employee engagement: Mediating role of ethical decision-making. *Problems and Perspectives in Management*, 19(3), 221.
 27. Khan, A. A., & Gul, A. (2020). Interactive effects of paternalistic leadership and Islamic work ethics on employees' psychological safety: Evidence from Pakistan. *Journal of Islamic Business and Management*, 10(1).
 28. Klein, H. J., Molloy, J. C., & Brinsfield, C. T. (2009). Reconceptualizing workplace commitment to redress a stretched construct: Revisiting assumptions and removing confounds. *Academy of Management Review*, 34(3), 279–314.
<https://doi.org/10.5465/amr.2009.40631866>
 29. Korkmaz, O., Aydin, R., & Usta, R. (2018). The effect of paternalistic leadership on employee voice behavior: The mediating role of organizational trust. *International Journal of Organizational Leadership*, 7(4), 427–439. <https://doi.org/10.33844/ijol.2018.60423>
 30. Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology*, 1(1), 3–30.
<https://doi.org/10.1111/j.1754-9434.2007.0002.x>

31. Mohammad, A. M., Menhat, M., Mohd Zaideen, I. M., Izwaan Saadon, M. S., & Hussein, A. A. (2022). Leadership Styles on Employee Performance Among Supervisors of Petroleum Retailing Sector in Jordan: Employee Engagement as a Mediator. *International Journal of Sustainable Development & Planning*, 17(4).
32. Morrison, E. W. (2011). Employee voice behavior: Integration and directions for future research. *Academy of Management Annals*, 5(1), 373–412. <https://doi.org/10.5465/19416520.2011.571767>
33. Morrison, E. W. (2014). Employee voice and silence. *Annual Review of Organizational Psychology and Organizational Behavior*, 1, 173-197.
34. Nal, S. (2020). The effect of paternalistic leadership on organizational citizenship behavior and the mediating role of work engagement. *Business and Economics Research Journal*, 11(1), 231–248. <https://doi.org/10.20409/berj.2020.241>
35. Nisar, Q. A., Ali, F., Ryu, K., & Abbasi, G. H. (2020). Paternalistic leadership and innovative behavior: The mediating role of psychological empowerment and the moderating role of power distance. *Current Issues in Tourism*, 23(20), 2546–2563. <https://doi.org/10.1080/13683500.2019.1612613>
36. Nwanzu, C. L., & Babalola, S. S. (2019). Employee voice and organizational identification: The role of perceived insider status. *African Journal of Business Management*, 13(17), 588–595. <https://doi.org/10.5897/AJBM2019.8822>
37. Öge, E., Çetin, M., & Top, S. (2018). The effects of paternalistic leadership on workplace loneliness, work family conflict and work engagement among air traffic controllers in Turkey. *Journal of air transport management*, 66, 25-35.
38. Ötken, A. B., & Cenkci, T. (2012). The impact of paternalistic leadership on ethical climate: The moderating role of trust in leader. *Journal of Business Ethics*, 108(4), 525–536.
39. Pellegrini, E. K., Scandura, T. A., & Jayaraman, V. (2010). Cross-cultural generalizability of paternalistic leadership: An expansion of leader–member exchange theory. *Group & Organization Management*, 35(4), 391–420.
40. Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71–92. <https://doi.org/10.1023/A:1015630930326>
41. Schein, E. H. (2010). *Organizational culture and leadership* (4th ed.). Jossey-Bass.

42. Shin, S. J., & Choi, J. N. (2022). The role of organizational culture in enhancing employee voice behavior: Evidence from paternalistic leadership. *Journal of Business Research*, 145, 203-212.
43. Suifan, T. S., Diab, H., Alhyari, S., & Sweis, R. J. (2020). Does ethical leadership reduce turnover intention? The mediating effects of psychological empowerment and organizational identification. *Journal of Human Behavior in the Social Environment*, 30(4), 410-428.
44. Van Dick, R., Wagner, U., & Dauen, H. (2018). Organizational identification and organizational citizenship behavior: A meta-analytic study. *Journal of Organizational Behavior*, 39(4), 373-389.
45. Van Knippenberg, D., & Sleafbos, E. (2006). Organizational identification and organizational culture: A review of the literature. *Journal of Organizational Behavior*, 27(6), 707-723.
46. Wu, Y. C., & Tsai, P. J. (2012). Multidimensional relationships between paternalistic leadership and perceptions of organizational ethical climates. *Psychological Reports*, 111(2), 509-527.
47. Zhang, Y., & Xie, J. (2022). Rethinking paternalistic leadership in modern workplaces: Balancing authority and autonomy. *Leadership Quarterly*, 33(1), 101-115.
48. Zhang, Y., Huai, M. Y., & Xie, Y. H. (2015). Paternalistic leadership and employee voice in China: A dual process model. *The Leadership Quarterly*, 26(1), 25-36.
49. Zhao, H., Teng, F., & Wu, Q. (2019). Leader humility and follower organizational citizenship behavior and job performance: The role of follower self-efficacy and leader-follower value congruence. *Group & Organization Management*, 44(3), 394-422.
<https://doi.org/10.1177/1059601117731430>