

## Paternalistic Leadership and Organizational Citizenship Behavior: Moderating Role of Employee Loyalty to Supervisor

**Authors :** Obiajulu Anthony Ugochukwu Nnedum, Bernard Chukwukelue Chine, Jerome Ogochukwu Ezisi

**Abstract :** A notable challenge of organizational citizenship behavior in Nigerian organizations is the prevalence of individualistic work cultures among employees, as this mindset can result in employees being less willing to go beyond their formal job requirements to contribute to the organization overall success. However, the dearth and scarce research on the antecedents of organizational citizenship behavior, such as paternalistic leadership and employee loyalty to supervisors in sub-Saharan African cultures such as Nigeria, motivated the current study to take a deep investigation into the moderating role of employee loyalty to supervisor on the relationship between paternalistic leadership and organizational citizenship behavior. The relevance of the current study ensures that when employees are loyal to their paternalistic leaders who show care and support, they are more likely to exhibit organizational citizenship behavior. The current study employed a sample size of four hundred and twenty participants (one hundred and five managers and three hundred and five subordinates) from eleven large organizations randomly selected through lucky dip from twenty-two large organizations from the directory of the Chamber of Commerce and Industry in Anambra state, south-eastern Nigeria. Also, a twelve-item organizational citizenship behavior scale, a thirty-nine-item paternalistic leadership scale, and a six-item loyalty to supervisor scale were employed for the collection of data for the current study. Adopting a one manager/Leader by triad subordinates cross-sectional survey design, Hayes process micro model and statistical package for social sciences (SPSS) version twenty-five, the findings from the result of the analysis of the hypotheses demonstrated that loyalty to supervisor moderated the relationship between paternalistic leadership and organizational citizenship behavior-conscientiousness. Also, the findings from the result revealed that loyalty to the supervisor moderated the relationship between authoritative leadership and organizational citizenship behavior identification. Furthermore, the findings from the result showed that loyalty to the supervisor moderated the relationship between moral leadership and organizational citizenship behavior. Accordingly, the result from the analysis implies that when employees are loyal to their supervisors, they are more likely to exhibit organizational citizenship behavior by going above and beyond their formal job requirements, as this loyalty can be fostered through a paternalistic leadership style that emphasizes a supportive and caring relationship between supervisors and subordinates.

**Keywords :** authoritative leadership, moral leadership, loyalty to supervisor, organizational citizenship behavior

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