1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

Subordinates' Perceptions of Supervisor Paternalism: A Scale Development

Cite: Wagstaff, M. F., Colella, A., Triana, M., Smith, A., Watkins, M. (2015) Subordinates' perceptions of supervisor paternalism: A scale development and validation. Journal of Managerial Psychology, 30, 659-674.

Abstract

Purpose
Drawing from social dominance theories and conceptualizations of paternalism, we define and develop a measure of subordinates' perceptions of supervisor paternalism (SPSP).

Design/Methodology/Approach
We assess the validity of our measure using Hinkin's (1998) scale development steps.

Findings
We found evidence of the convergent and discriminant validity of the measure of subordinates' perceptions of supervisor paternalism drawing from three different samples. Participants in our study were also able to differentiate a low from a high paternalism condition using our measure of paternalism. Finally, as expected, the interaction between a supervisor's benevolence and control was significantly associated with subordinates' perceptions of supervisor paternalism.

Research Limitations/Implications
We provide evidence for the validity of a measure of subordinates' perceptions of supervisor paternalism while controlling for various status signals represented by demographic variables. Results may have been influenced by common method variance. However, there is no theoretical reason to expect any such interactions. Additionally, as we limited our data collection to the United States, we caution against generalizing beyond that context.

Practical implications
We provide validity and reliability evidence for a unidimensional measure that is short and easy to administer in future research to further examine the consequences of perceptions of supervisor paternalism.

Societal implications
Defining and measuring subordinates' perceptions of supervisor paternalism is important to society given the potential adverse consequences of these perceptions. Because paternalistic relationships pervade many supervisor-subordinate interactions, both subordinates and supervisors can become more sensitive to the consequences of such interactions by understanding the conditions under which supervisor paternalism manifests itself.

Originality/Value
Conceptually, in this study, we build on prior research and define supervisor paternalism from a social dominance perspective. Empirically, we contribute a statistically valid and reliable unidimensional measure.

Keywords: supervisor paternalism, control, benevolence, dominance theories

Perceptions of Supervisor Paternalism: Scale Development and Validation

Although the construct of paternalism has permeated the management literature, many

definitions exist. One common theme is that paternalism is related to treating others the way

parents would treat their children (c.f., Aycan, 2006) or to behaving in a way that "... combines

strong discipline and authority with fatherly benevolence" (Farh & Cheng, 2000: 91). In

accordance with these definitions, paternalism has been viewed as a form of benevolent sexism

(Fiske & Glick, 1995), a cultural dimension (Aycan et al., 2000), a style of management (Aycan,

2006; Pellegrini & Scandura, 2006), a behavior (Fleming, 2005; Jackman, 1994), and a form of

interpersonal relationships (Jackman, 1994) among others. Taken together, this research suggests

that paternalism can take many forms in the workplace and may have critical implications for

employees, managers, and organizations. Although the importance and complexity of

paternalism is apparent, more attention needs to be devoted to elucidating this construct both

conceptually and empirically.

To address this concern, we develop and validate a measure of subordinates' perceptions

of supervisor paternalism. We draw from dominance theories that state that paternalism is a

function of real or implied status differences, such that the person acting paternalistically likely

believes that his or her status warrants the need and authority to behave in such a manner. We

focus on paternalistic behaviors enacted by someone with higher status toward someone with

lower status, specifically between a supervisor and a subordinate. We argue that paternalistic

exchanges are based on the affirmation and idealization of status differences and that in these

exchanges, benevolence and control are insidiously intertwined (Jackman, 1994). Following

dominance theories, we define supervisor paternalism as a subordinate's overall perception that a

supervisor's behavior is both benevolent and controlling toward that subordinate, emphasizing

the subordinates' interpretation of the supervisor's behavior as paternalistic.

We posit that it is critical to measure paternalism from the subordinate's point of view

because of the consequences paternalism can have for the subordinate's subsequent attitudes and

behaviors. On the surface, these behaviors may appear innocuous since supervisors generally

have more knowledge and skills than their subordinates and are likely to be better qualified to

judge their actions. However, supervisor paternalism may have negative consequences for

subordinates because it relates to behaviors that may reduce one's autonomy and opportunities

for growth on the job (Ackers, 2001). Just as overly controlling parents can be detrimental to

their children in terms of stunting their self-confidence and self-reliance as well as increasing

their distress (Kim & Chung, 2003; Steinberg, Lamborn, Darling, Mounts, & Dornbusch, 1994),

the same can occur in supervisor-subordinate relationships in that subordinates may not be given

enough room to act and think independently or to realize their full potential. Evidence suggests

that paternalism has a direct and negative relationship with employee proactivity and an indirect

and negative relationship with autonomy (Aycan, Kanungo, & Sinha, 1999). For this reason, it is

important to develop a measure of supervisor paternalism as perceived by subordinates.

While measures of paternalism are available in the literature (e.g., Aycan, 2006; Aycan et

al., 2000; Farh, Cheng, Chou, & Chu, 2006; Pellegrini, Scandura, & Jayaraman, 2010), they do

not capture paternalism through the lens of dominance theories. Unlike previous empirical

attempts to measure paternalism, dominance theories suggest that a unidimensional measure of

subordinates' perceptions of supervisor paternalism is appropriate because paternalism is a form

of exchange in which benevolence and control are tightly intertwined into a single construct

(Jackman, 1994). Thus, subordinates' perceptions of supervisor paternalism should occur on a

single continuum rather than in two or more sub-dimensions that are free to vary independently

from each other (Ryder, Alden, & Paulhus, 2000). Existing scales that draw from exchange and

cultural frameworks, do not correspond to our purpose or our theoretical rationale. In brief, a

new measure of paternalism is warranted.

Hypothesis Development

Pellegrini and Scandura (2008) note in their literature review the two main perspectives

on the conceptualization of paternalism. One is the perspective of Farh, Cheng, and colleagues

(Farh & Cheng, 2000; Farh et al., 2006), who state that there are three dimensions associated

with paternalism: authoritarianism – a leader's behavior related to authority and control over

subordinates, benevolence – a leader's behavior reflecting concern for subordinates, and morality

– a leader's behavior related to superior personal virtues, self-discipline, and selflessness. The

other perspective is advanced by Aycan (2006), who, on the basis of two dimensions

(benevolence and intent), examined two styles of leadership: benevolent paternalism, and

exploitative paternalism, which represent two commonly discussed agendas of a paternalistic

leader. In benevolent paternalism, there is genuine concern for the employee's well-being, while

in exploitative paternalism, there is concern for the employee's well-being also but for a different

reason, namely the achievement of organizational goals.

Our theorizing both builds on and diverges from both of the aforementioned perspectives

in three important ways. First, following Aycan (2006), although we consider benevolence to be

related to paternalism, we conceptualize supervisor paternalism without taking into consideration

the supervisor's intent for the primary reason that it is difficult for the subordinate to truly know

that intent. Thus, we focus on subordinates' perceptions of supervisor paternalism because our

interest is ultimately to understand how subordinates perceive and react to paternalistic behaviors

they may encounter at work.

Second, we also build on Farh, Cheng, and collaborators because we view control and

benevolence as important in understanding a subordinate's perceptions of supervisor paternalism.

However, we diverge from Farh and colleagues in that we drop their third dimension, moral

leadership, because it is context-specific and specifically related to Asian countries strongly

influenced by Confucianism (see Farh & Cheng, 2000). We agree that "moral leadership may not

work effectively in a pluralistic society in which conflicting value systems coexist" (Farh &

Cheng, 2000: 116), as in the United States and other countries around the world. More

importantly, we do not believe that moral leadership is a central aspect in our study because our

purpose is to examine subordinates' perceptions of paternalistic behaviors irrespective of their

ethical justifications.

Finally, we draw from dominance theories that investigate the role of paternalism in

intergroup relations (Glick & Fiske, 2001; Jackman, 1994). A major premise of these theories is

that paternalism is a function of real or implied status differences. As Jackman (1994: 87) states,

"paternalism is based on the affirmation and idealization of group differences," and people likely

engage in paternalism because of the high status associated with their identity group and the low

status of the target's group. Thus, driven by this recognition of status differential, paternalistic

supervisors affirm this differential by behaving in ways that exercise control over their

subordinates. The second premise of dominance theories is that paternalism also contains a

benevolent aspect which, while still controlling, makes it easier for the dominant group to obtain

beneficial exchanges from the subordinate group. Far from seeking hostility, dominant groups

offer love, affection, friendship, and positive feelings while using an inclusive tone in their

relationships with subordinates (Jackman, 1994).

Before we develop and validate a scale of subordinates' perceptions of supervisor

paternalism, we first examine the relationships between subordinates' perceptions of supervisor

paternalism and the key behaviors associated with paternalism (i.e., benevolence and control).

Benevolence and Control

We conceptualize supervisor paternalism as subordinates' overall perceptions that a

supervisor's behavior is benevolent and controlling. Benevolence is defined as goodwill

translated into good actions (Koutsouvilis, 1976). Dominance theories portray the paternalizer as

offering love, friendship, and affection (Jackman, 1994). The paternalizer cares for, protects, and

nurtures the target. Examples of benevolent actions include being kind, compassionate, tolerant,

and cooperative. Control is defined as the exertion of direct or vicarious power over the target

(Fiske, Morling, & Stevens, 1996). Control implies limiting the autonomy of an individual or

monitoring an individual's actions, as in the way a parent may impose boundaries to constrain a

child's behavior. Consistent with this line of thinking, dominance theories state that paternalism

is used as a shield for controlling subordinates (Jackman, 1994). Because of this control, targets

may find that their options for acting are limited due to the boundaries imposed by the

paternalizer.

Thus, on the one hand, subordinates' perceptions of supervisor paternalism are associated

with benevolence, which appears as kindness or nurturance, while on the other hand, they are

also associated with control, in which the paternalizer monitors or limits the target's autonomy.

Illustrative of this perspective is qualitative evidence suggesting the association of benevolence

and control with paternalism (e.g., Fleming, 2005; Jackman, 1994).

We extend this literature by proposing that what is important in understanding subordinates' perceptions of supervisor paternalism is not the main effect of benevolence and control but the interaction of these two behaviors. This interaction should have a relationship with subordinates' perceptions of supervisor paternalism such that the more a supervisor's acts are perceived by subordinates as consisting of both benevolence *and* control, the higher the subordinates' perceptions of supervisor paternalism. The reason for this interaction is that without individualized relationships that foster care and love, the supervisor's beneficial exchanges with subordinates may appear rude and hostile (Jackman, 1994). In other words, control as separate from benevolence (and vice versa) is not sufficient for determining whether or not a supervisor is treating a subordinate in a paternalistic manner. Controlling behaviors may be enacted in an aggressive or hostile manner. Likewise, benevolence behaviors alone do not indicate paternalism because they can be enacted without establishing control over the subordinate. Dominance theories suggest that the enactment of control *and* benevolence is necessary for subordinates to perceive paternalistic treatment (Jackman, 1994). Control and benevolence must go hand-in-hand for subordinates to perceive higher supervisor paternalism as opposed to either control *or* benevolence alone (Glick & Fiske, 2001). As we have argued, paternalism is about high benevolence and high control (Fleming, 2005; Jackman, 1994) on the part of the supervisor and as perceived by the subordinate. Based on this reasoning, we propose that:

Hypothesis 1: The interaction of a supervisor's benevolence and control is positively related to subordinates' perception of supervisor paternalism. Subordinates' perceptions of supervisor paternalism are higher when benevolence *and* control are both high.

Step 1: Item Development

Running head: SUPERVISOR PATERNALISM   9

According to Hinkin (1998), the first step in a scale development process is item generation. In doing so, we drew primarily from our literature review to theoretically derive the items in our scale (Hinkin, 1998). We individually generated items we believed reflected subordinates' perceptions of supervisor paternalism. Two researchers and one Ph.D. student individually generated 35 items. We then assessed these items based on clarity, length, endorsement, redundancy, and readability (DeVellis, 1991; Spector, 1992). Because the items were generated individually, many of them were very similar to one another, so we discarded many redundant items. After this assessment, we ended up with ten potential items for our scale.

We then recruited five graduate students to examine the ten items. We asked the students to indicate whether they believed that the items were related to subordinates' perceptions of supervisor paternalism. We dropped items that were rated low or judged confusing, as indicated by the students. We were left with eight items (Table 1) that met our specification of subordinates' perceptions of supervisor paternalism, and we used these items to further develop our scale.

Step 2: Questionnaire Administration

Next, we administered a questionnaire to participants and asked them to answer questions about subordinates' perceptions of supervisor paternalism. We also asked them to answer questions related to the supervisor's benevolence and control, with the goal of examining the nomological network of our scale (Hinkin, 1998).

Sample and Procedure

Participants were recruited through StudyResponse.org and invited to participate in an Internet survey. Research conducted by Stanton (1998) and Aguinis and Lawal (2012) support the validity of data collected through the Internet. A condition for participating in the study was

that participants be currently working U.S. residents. A total of 4,888 people were randomly

selected and invited to participate, of which 678 answered the survey. These numbers represent a

response rate of 13.9%, which is similar to published work using samples from StudyResponse,

including Piccolo and Colquitt (2006) and Nadler (2005).

The mean age of the participants was approximately 40 years old. Females represented

71%. The majority of the participants were White (83.2%), followed by African Americans

(6.3%), Asian/Asian Americans (5.6%), Hispanics (2.5%), Native-Americans (1.5%), and

missing information (0.90%). The majority of the participants worked full-time (73.1%), and the

rest worked part-time.

Measures

Unless otherwise indicated, participants answered all the measures presented below on a

Likert-type scale from 1 (strongly disagree) to 6 (strongly agree).

Subordinates' perceptions of supervisor paternalism. We used the eight items shown

in Table 1. We also used the first two factors (out of five) of Aycan's measure of paternalism

(2006). A sample item for Aycan's first factor –labelled "Family Atmosphere at Work"- was: "My

supervisor behaves like a family member (father/mother or elder brother/sister) toward his/her

employees." An example of an item for the second factor – labelled "Individualized

Relationships"- was: "My supervisor places importance to (*sic*) knowing every employee in

person (e.g., personal problems, family life, etc.)." Alphas for the two factors in Aycan's measure

were $\alpha = .85$ and $\alpha = .75$, respectively.

Benevolence. We created three items to measure supervisor benevolence: "My supervisor

really cares about me," "My supervisor is really kind to me," and "My supervisor treats me really

well." Alpha was $\alpha = .94$. We found convergent and discriminant validity evidence for this

measure. Our measure of benevolence positively correlates with Oldham and Cummings' (1986)

benevolence measure, $r = .74$, and with Spreitzer's (1995) empowerment measure, $r = .40$.

Control. We created three items to measure supervisor's control: "My supervisor

monitors me," "My supervisor watches over me all the time," and "My supervisor watches what

I do to make sure that I do my work correctly." Alpha was $\alpha = 86$. Our measure positively

correlates with Oldham and Cummings' control measure, $r = .70$, and with Kelloway, Gottlieb,

and Barham's (1999) turnover intentions measure, $r = .29$, providing evidence for the convergent

and discriminant validity of our measure of control.

Control variables. We collected demographic variables about participants and

supervisors because these represent status markers that may relate to subordinates' perceptions of

supervisor paternalism (Glick & Fiske, 1996). Participants' sex and their supervisors' sex were

coded 1 if female, 0 if male. Participants' racial/ethnic backgrounds and their supervisors'

racial/ethnic backgrounds were coded 1 if White, 0 if Other. Participants also reported the

approximate age of their supervisor. Response options were: 1 (younger), 2 (the same age), and 3

(older than the participant). Finally, we measured employee age in years.

Step 3: Initial Item Reduction

For the initial item reduction, the sample was randomly assigned to one of three groups

(subsample A, $N = 228$; subsample B, $N = 216$, and subsample C, $N = 234$). Drawing from sub-

sample A, a principal axis factor analysis with varimax rotation resulted in one factor with an

eigenvalue greater than 1. Eight items had factor loadings greater than .60 and explained 64.55%

of the variance (see Table 1).

Three of the eight items were dropped because they had relatively low inter-item

correlations (Netemeyer, Bearden, & Sharma, 2003). As a result of these analyses, we reduced

the number of items in the scale from eight to five. The alpha for these five items was $\alpha = .92$.

The items with asterisks reported in Table 1 are the ones we used to conduct the confirmatory

factor analysis (CFA).

Steps 4 & 5: Confirmatory Factor Analysis and Convergent/Discriminant Validity

A CFA was conducted on sub-sample B using LISREL 8.72 with maximum likelihood

estimation. The overall fit of the single factor model was good, $\chi^2(5) = 11.66$, $p < .05$, RMSEA =

.07, NNFI = .99, CFI = .99, and SRMR < .02. The standardized loadings for the lambda matrix,

which represents the regression coefficients for items 1-5 on subordinates' perceptions of

supervisor paternalism (Byrne, 1998) are shown in Table 2.

We cross-validated the findings and assessed the convergent and discriminant validity

using the entire sample. For this purpose, we conducted four CFAs. In the first CFA, we cross-

validated the findings of the subordinate's perceptions of supervisor paternalism (single-factor

model): $\chi^2(5) = 14.66$, $p < .05$, RMSEA = .05, NNFI = .99, CFI = 1.00, and SRMR = .01. In the

second CFA, we conducted a two-factor model CFA with the first two factors of Aycan's measure

of paternalism: "Family atmosphere at work" and "Individualized relationships:" $\chi^2(74) =$

593.56, $p > .05$, RMSEA = .11, NNFI = .95, CFI = .96, and SRMR < .08. Third, we conducted a

three-factor CFA, adding benevolence and control to our measure of paternalism: $\chi^2(41) =$

197.31, $p > .05$, RMSEA < .08, NNFI = .97, CFI = .97, and SRMR = .06. Finally, we conducted

a five-factor CFA in which we included subordinates' perceptions of supervisor paternalism,

benevolence, control, family atmosphere at work, and individualized relationships: $\chi^2(160) =$

925.54, $p < .05$, RMSEA < .09, NNFI = .95, CFI = .96, and SRMR = .08. The results showed

that the three-factor model used to conduct the hierarchical regression fits the data very well.

In addition, we compared the five-factor solution to a four-, three-, two-, and one-factor solution. The five-factor solution had the best fit of all the alternative models, and the change in chi-square was significantly different for all comparisons (see Table 3).

We further examined the validity of subordinates' perceptions of supervisor paternalism by testing Hypothesis 1, which predicts that the interaction of a supervisor's benevolence and control is positively related to subordinates' perception of supervisor paternalism. Subordinates' perceptions of supervisor paternalism are higher when both benevolence *and* control are high. Table 4 shows the means, standard deviations, and correlations for the variables in the analysis. We used listwise deletion to analyze our data, with 640 responses instead of the original 678. We conducted a hierarchical moderated regression and centered benevolence and control before computing the interaction (Cohen, Cohen, West, & Aiken, 2003). We found that the control variables accounted for 10% of the variance in paternalism (see Table 5). Benevolence and control accounted for an additional 13% of the variance, and the interaction accounted for an additional 1% of the variance. Subordinates' perceptions of supervisor paternalism were higher when both benevolence *and* control were high (see Figure 1), supporting Hypothesis 1.

Furthermore, our measure correlates positively with Aycan's dimensions "Family Atmosphere at Work," $r = .67$, and with "Individualized relationships," $r = .29$, perhaps because our measure of subordinates' perceptions of supervisor paternalism, "Family atmosphere at work," and "Individualized relationships" were next to each other on the survey we administered. Yet, these three measures were significantly different from each other: $\Delta X^2 (1) = 9.82$, $p < .05$, revealing a significant difference between our measure and "Family atmosphere at work" and $\Delta X^2 (1) = 5.09$, $p < .05$, which represents a significant difference between our measure and "Individualized relationships."

To further assess the validity of our measure of paternalism, we collected additional data, and in the new survey, we separated our measure from Aycan's measure with filler items and two short cognitive distractor activities. A total of 198 undergraduates participated in the study. Half of the sample were female, the majority were Hispanic (84.3%), and participants were approximately 25 years old. The 6-factor CFA, which included our measure of paternalism and Aycan's five-factor measure of paternalism, showed good fit, $\chi^2(284) = 644.38$, $p < .05$, RMSEA = .08, NNFI = .95, CFI = .95, and SRMR < .09. In addition, we found evidence of discriminant validity for every pair of constructs, following the method suggested by Anderson and Gerbing (1988; results available from the first author). These results provide further evidence of the convergent and discriminant validity of our measure of paternalism.

Step 6: Replication

The last step in the scale development process was to replicate the psychometric properties of the new scale by experimentally manipulating supervisor paternalism.

Sample

A total of 231 undergraduate students attending a university in the southern United States participated in a laboratory study. Females represented 53.2% and participants were approximately 21 years old. The majority of the participants were White (79.7%), and the rest were from other racial/ethnic backgrounds. All the participants had work experience.

Procedures

An experimenter explained to participants that the goal of the study was to examine the effectiveness of different training techniques used to train call center workers. The experimenter also indicated that participants should review a transcript of a video that would eventually be shown to actual call center trainees.

Running head: SUPERVISOR PATERNALISM   15

The experiment was a one-way between-participants design, with two levels of the independent variable (high/low supervisor paternalism). Participants reviewed a transcript of a video in either the low or the high paternalism condition. Excerpts of the content of the transcript are presented in Table 6. The table shows three excerpts in the low and high paternalism conditions as stated by Jessica Smith, the supervisor at Contax, Inc. (contact the first author for a detailed script of the procedure).

After the participants read the transcript, they answered questions about supervisor paternalism and demographic variables. At the end, researchers debriefed participants about the real purpose of the study.

Measures

Subordinates' perceptions of supervisor paternalism. This measure was the same as in Study 1, except that the items were altered to say "Jessica" instead of "My supervisor." The alpha for this measure was $\alpha = .89$. We also administered Aycan's (2006) five-factor measure of paternalism. The alphas were $\alpha = .84$ for "Family atmosphere at work," $\alpha = .77$ for "Individualized relationships," $\alpha = .80$ for "Involvement in employees' non-work lives," $\alpha = .67$ for "Loyalty expectation," and $\alpha = .71$ for "Status hierarchy and authority."

Results and Conclusions

First, we examined the measurement structure of the subordinates' perceptions of supervisor paternalism. Results revealed that our measure of paternalism fit the data very well: χ^2 (5) = 4.85, $p > .05$, RMSEA = .00, NNFI = 1.00, CFI = 1.00, and SRMR < .02. We also examined the measurement model of Aycan's measure of paternalism: χ^2 (179) = 617.09, $p < .05$, RMSEA = .12, NNFI = .93, CFI = .94, and SRMR < .10. Next, we examined the measurement model of both our measure and Aycan's measure of paternalism by conducting a six-factor CFA:

$\chi^2(284) = 815.58$, $p < .05$, RMSEA = .10, NNFI = .95, CFI = .95, and SRMR < .09. Our measure of paternalism had a better model fit than that of Aycan's.

Then, we conducted five different five-factor CFAs by collapsing our paternalism measure with each of Aycan's five-factor measure of paternalism. Results (available from the first author) revealed that our measure of paternalism is different from each of Aycan's five-factor measure.

We also examined the discriminant validity of subordinates' perceptions of supervisor paternalism and Aycan's five factor measure of paternalism (Anderson & Gerbing, 1988).We found that our measure of paternalism is significantly different from each of Aycan's five-factor measure (see Table 7).

The means, standard deviations, and correlations for this study are shown in Table 8. As expected, the correlations between our own measure of subordinates' perceptions of supervisor paternalism and Aycan's (2006) five factors were positive and significant, which provides additional evidence of convergent validity.

We also conducted a *t*-test to examine whether participants were able to distinguish the high from the low paternalism condition. Results were as expected. The low paternalism condition had a significantly lower mean than the high paternalism condition, not only for our measure of paternalism, $t = 7.22$, $p < .05$, but also for Aycan's five-factor measure of paternalism ($t = 5.46$ for "Family atmosphere at work," $t = 4.75$ for "Individualized relationships," $t = 4.92$ for "Involvement in employees' non-work lives," $t = 4.47$ for "Loyalty expectations," and $t = 5.60$ for "Status hierarchy and authority)."

In summary, participants were able to differentiate a low from a high paternalism condition using our measure of paternalism as well as that of Aycan's. Moreover, subordinates'

perceptions of supervisor paternalism were positively related to Aycan's five-factor measure of paternalism. The highest correlation was between our measure and "Family atmosphere at work," $r = .65$, $p < .05$. Yet, our measure was significantly different from that factor (see Table 7). Results therefore supports the generalizability of our measure of paternalism.

Discussion

This research contributes to the management literature by providing a unidimensional measure of subordinates' perceptions of supervisor paternalism that is valid, reliable, and short. This measure can be used in empirical research to further our understanding of the antecedents and consequences of subordinates' perceptions of supervisor paternalism.

Theoretical, Practical, and Societal Implications

Theoretically, our results imply that subordinates perceptions of supervisor paternalism are not simply associated with behaviors that are merely either benevolent or controlling. Control *per se* may appear rude and hard on the employee. Beneficial exchanges between the supervisor and the subordinate are better obtained through individualized relationships that foster care and love toward the subordinate in addition to control (Jackman, 1994). Thus our findings show that both control and benevolence must go hand-in-hand for subordinates to perceive paternalistic treatment (Glick & Fiske, 2001). Empirically, we offer a unidimensional measure of subordinates' perceptions of supervisor paternalism because social dominance theory suggests that subordinates' perceptions of supervisor paternalism should occur on a single continuum. Our findings suggest that subordinates are likely to perceive supervisor paternalism as an overall perception rather than as compartmentalized sub-dimensions, and as theory suggests, this overall perception is associated with benevolence, control, and the interaction of benevolence and control.

Practically, this research provides evidence of the validity of the measure of subordinates' perceptions of supervisor paternalism while controlling for various status signals represented by demographic variables. In addition, we examined the convergent and discriminant validity of our measure of paternalism drawing from three different samples, providing substantial evidence for the generalizability of our findings. The scale could be a useful measure for scholars wishing to examine antecedents of subordinates' perceptions of supervisor paternalism or its effects on employee outcomes. In addition, we provide a measure that is short and easy to use in empirical research. Understanding and measuring subordinates' perceptions of supervisor paternalism from a dominance perspective is important to society, where paternalistic relationships pervade many subordinate-supervisor interactions.

Limitations and Future Research

There are limitations in our research. The sample reported in Step 2 is predominantly White. It is possible that non-White respondents may have a different conceptualization of paternalism. However, one of our samples was mostly Hispanic, and the CFA results did not show any significant differences with the sample reported in Step 2. In addition, our response rate was low and our findings cannot therefore be generalized to the entire population of the United States. Also, we limited our data collection to the United States. Future research may build on our work to examine the generalizability of the measure both in the U.S. and abroad.

Results reported in Step 2 may have been influenced by common method variance given that the responses to all the questions in the survey were answered at the same time. However, correlated errors cannot create spurious interactions, even if they can attenuate true interactions and reduce the ability to find interaction effects (Evans, 1985; Schmitt, 1994). Future research should collect data from different sources to test our hypotheses. Finally, the size of the

interaction effect –an unstandardized coefficient of .06 - is small. However, theoretical

constraints often restrict the magnitude of the moderator regression coefficient, which ultimately

limits the practical significance of the finding (McClelland & Judd, 1993).

Conclusion

This study builds on prior research, relies on dominance theories to conceptualize

supervisor paternalism, and provides empirical evidence of the validity and reliability of a

unidimensional measure of supervisor paternalism. We hope that this research will contribute to

a better understanding of a type of relationship that is inherent in many supervisor-subordinate

interactions and that may have far-reaching implications for the targets of paternalism.

Running head: SUPERVISOR PATERNALISM   20

References

Ackers, P. (2001). Paternalism, participation, and partnership: Rethinking the employment

relationship. *Human Relations*, *54*, 375-386.

Aguinis, H. & Lawal, S. O. (2012). Conducting field experiments using eLancing's natural

environment. *Journal of Business Venturing*, 27, 493-505.

Anderson, J.C., & Gerbing, D.W. (1988). Structural equation modeling in practice: A review and

recommended two-step approach. *Psychological Bulletin*, *103*, 411-423.

Aycan, Z. (2006). Paternalism: Towards conceptual refinement and operationalization. In V. Kim,

K. Jang, & K. Hwang (Eds.), *Indigenous and cultural psychology: Understanding people

in context,* pp. 445-466. New York: Springer Science + Business Media.

Aycan, Z., Kanungo, R.N., Mendonca, M., Yu, K., Deller, J., Stahl, G., & Kurshid, A. (2000).

Impact of culture on human resource management practices: A 10-country comparison.

Applied Psychology: An International Review, *49*, 192-221.

Aycan, Z., Kanungo, R.N., & Sinha, J.B.P. (1999). Organizational culture and human resource

management practices: The model of culture fit. *Journal of Cross-Cultural Psychology*,

30: 501-516.

Byrne, B.M. (1998). Structural equation modeling with *LISREL*, *PRELIS*, and *SIMPLIS*: Basic

concepts, applications, and programming. Mahwah, NJ: Lawrence Erlbaum Associates.

Cohen, J., Cohen, P., West, S.G., & Aiken, L.S. (2003). *Applied multiple regression/correlation

analysis for the behavioral sciences.* Mahwah, NJ: Lawrence Erlbaum Associates.

DeVellis, R.F. (1991). *Scale development: Theory and applications.* London: Sage Publications.

Evans, M.G. (1985). A Monte Carlo study of the effects of correlated method variance in

moderated multiple regression analysis. *Organizational Behavior and Human Decision

Processes*, *36*, 305-323.

Farh, J.L., & Cheng, B.S. (2000). A cultural analysis of paternalistic leadership in Chinese

    organizations. In J.T. Li, A.S. Tsui, & E. Weldon (Eds.), *Management and organizations*

    in the Chinese context, pp. 84-127. London: Macmillan.

Farh, J.L., Cheng, B.S., Chou, L.F., & Chu, X.P. (2006). Authority and benevolence: Employees'

    responses to paternalistic leadership in China. In A.S. Tsui, Y. Bian, and L. Cheng (Eds.),

    China's domestic private firms: Multidisciplinary perspectives on management and

    performance, pp. 230-260. New York: Sharpe.

Fiske, S.T., & Glick, P. (1995). Ambivalence and stereotypes cause sexual harassment: A theory

    with implications for organizational change. *Journal of Social Issues*, *51*, 97-115.

Fiske, S.T., Morling, B., & Stevens, L.E. (1996). Controlling self and others: A theory of anxiety,

    mental control, and social control. *Personality and Social Psychology Bulletin*, *22*, 115-

    123.

Fleming, P. (2005). Kindergarten cop: Paternalism and resistance in a high-commitment

    workplace. *Journal of Management Studies*, *42*, 1461-1489.

Glick, P., & Fiske, S. T. (1996). The ambivalent sexism inventory. *Journal of Personality and*

    Social Psychology, *70*, 491-512.

Glick, P., & Fiske, S. T. (2001). An ambivalent alliance: Hostile and benevolent sexism as

    complementary justifications for gender inequality. *American Psychologist*, *56*, 109-118.

Hinkin, T.R. (1998). A brief tutorial on the development of measures for use in survey

    questionnaires. *Organizational Research Methods*, *1*, 104-121.

Jackman, M.R. (1994). *The velvet glove: Paternalism and conflict in gender, class, and race*

    relations. Los Angeles, CA: University of California Press.

Kelloway, E.K., Gottlieb, B.H., and Barham, L. (1999). The source, nature, and direction of work and family conflict: A longitudinal investigation. *Journal of Occupational Health Psychology*, 4, 337-346.

Kim, H., & Chung, R.H.G. (2003). Relationship of recalled parenting style to self-perception in Korean American college students. *The Journal of Genetic Psychology*, *164*, 481-492.

Koutsouvilis, A. (1976). On benevolence. *Mind (New Series)*, *85*, 428-431.

McClelland, G.H. & Judd, C.M. (1993). Statistical difficulties of detecting interactions and moderator effects. *Psychological Bulletin*, *114*: 376-390.

Nadler, J. (2005). Flouting the law. *Texas Law Review*, *83*, 1399-1441.

Netemeyer, R.G., Bearden, W.O., & Sharma, S. (2003). *Scaling procedures: Issues and applications*. London: Sage Publications.

Oldham, G. R. & Cummings, A. C. (1996). Employee creativity: Personal and contextual factors at work. Academy of Management Journal, *39*, 607-634.

Pellegrini, E.K., & Scandura, T.A. (2006). Leader-member exchange (LMX), paternalism, and delegation in the Turkish business culture: An empirical investigation. *Journal of International Business Studies*, *37*, 264-279.

Pellegrini, E.K., & Scandura, T.A. (2008). Paternalistic leadership: A review and agenda for future research. *Journal of Management*, *34*, 566-593.

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*, 391-420.

Piccolo, R.F., & Colquitt, J.A. (2006). Transformational leadership and job behaviors: The mediating role of core job characteristics. *Academy of Management Journal*, *49*, 327-340.

Running head: SUPERVISOR PATERNALISM   23

Ryder, A.G., Alden, L.E., & Paulhus, D.L. (2000). Is acculturation unidimensional or

      bidimensional? A head-to-head comparison in the prediction of personality, self-identity,

      and adjustment. *Journal of Personality and Social Psychology, 79*, 49-65.

Schmitt, N. (1994). Method bias: The importance of theory and measurement. *Journal of*

      Organizational Behavior, *15*, 393-398.

Spector, P.E. (1992). *Summated rating scale construction: An introduction.* London: Sage

      Publications.

Spreitzer, G. M. (1995). Psychological empowerment in the workplace: Dimensions,

      measurement, and validation. *Academy of Management Journal*, *38*, 1442-1465.

Stanton, J.M. (1998). An empirical assessment of data collection using the internet. *Personnel*

      Psychology, *51*, 709-725.

Steinberg, L., Lamborn, S.D., Darling, N., Mounts, N.S., & Dornbusch, S.M. (1994). Over-time

      changes in adjustment and competence among adolescents from authoritative,

      authoritarian, indulgent, and neglectful families. *Child Development*, *65*, 754-770.

Table 1

Scale Development Step 3 - Exploratory Factor Analysis

Items	Loading
1. My supervisor acts as if he/she were my parent.	.80
2. My supervisor takes care of me as my parents did when I was a child.	.76
3. My supervisor acts as if he/she knows what is best for me.	.74
4. My supervisor thinks of me as a daughter/son.*	.72
5. My supervisor acts like a parent toward me.*	.91
6. My supervisor wants me to think of him/her as a guardian.*	.90
7. My supervisor adopts a paternal role in his/her dealings with me.*	.86
8. My supervisor protects me from unpleasant news, independently of my wishes.*	.72
Eigenvalue	5.16
Variance explained	64.55%

Note: Items with asterisks were used to run the confirmatory factor analysis. The asterisks also denote the five items included in the final version of the scale.

Table 2

Standardized Factor Loadings for Scale Development Step 4 – Confirmatory Factor Analysis (Sub-sample B & entire sample)

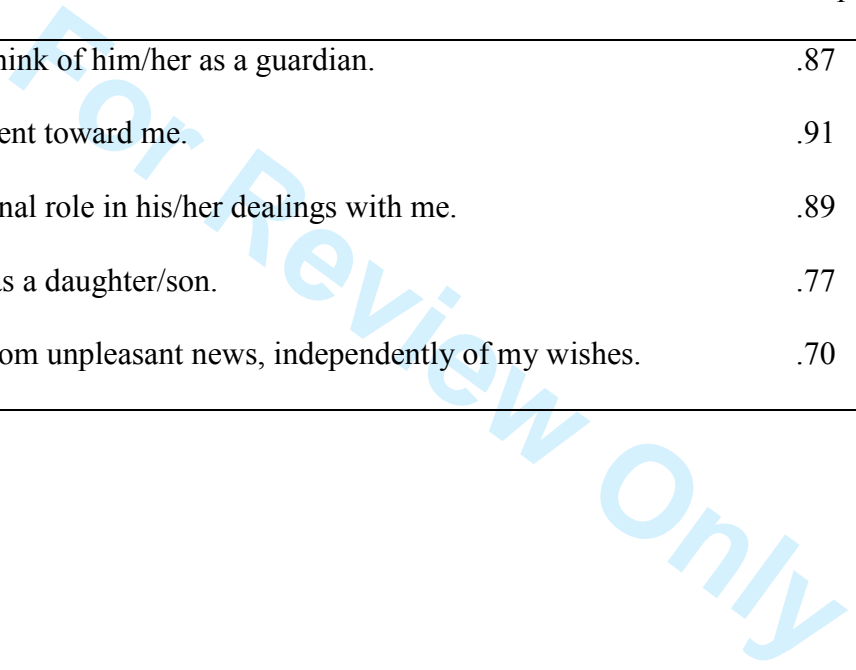| Items	Loadings	Loadings
	Sub-sample B	Entire sample
1. My supervisor wants me to think of him/her as a guardian.	.87	.70
2. My supervisor acts like a parent toward me.	.91	.92
3. My supervisor adopts a paternal role in his/her dealings with me.	.89	.91
4. My supervisor thinks of me as a daughter/son.	.77	.70
5. My supervisor protects me from unpleasant news, independently of my wishes.	.70	.89

Table 3

Scale Development Step 5 – Discriminant Validity Analysis

Model	X^2	DF	ΔX^2 df = 1	NNFI	CFI	SRMR	RMSEA
Five-factor model: SPSP-FAW-IR-CO-BE*	925.54	160	--	0.95	0.96	0.08	0.09
Four-factor model (SPSP,FAW)-IR-CO-BE	1646.15	164	720.61*	0.91	0.92	0.13	0.14
Three-factor model (SPSP,FAW,IR)-CO-BE	2542.11	167	1616.57*	0.85	0.87	0.17	0.21
Two-factor model (SPSP,FAW,IR,CO)-BE	3384.07	169	2458.53*	0.80	0.83	0.19	0.23
One-factor model (SPSP,FAW,IR,CO,BE)	5074.57	170	4149.03*	0.70	0.73	0.20	0.29

* $p < .05$, * N = 640, * SPSP= Subordinates' perceptions of supervisor paternalism, FAW = family atmosphere at work, IR = individualized relationships, CO = control, and BE = benevolence; "( )" = two or more factors merged into one; "-" separates one factor from the other.

Table 4

Correlations, Means, and Standard Deviations for Scale Development Step 5 – Convergent/Discriminant Validity Analysis

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10
1. Subordinates' perceptions of supervisor paternalism	2.18	1.11										
2. Aycan's Family atmosphere at work	2.84	1.16	.67**									
3. Aycan's Individualized relationships	3.85	1.08	.29**	.61**								
4. Control	3.09	1.29	.33**	.13**	-.01							
5. Benevolence	4.35	1.30	.13**	.46**	.72**	-.23**						
6. Supervisor sex	.51	.50	-.01	.01	.02	.11**	-.01					
7. Supervisor age	2.40	.82	.26**	.17**	.07	.10**	.03	-.04				
8. Supervisor racial/ethnic background	.86	.35	-.05	-.03	.00	-.13**	.01	-.01	.01			
9. Participant sex	.72	.45	-.04	-.03	.02	.01	.05	.29**	.08*	-.01		
10. Participant age	42.83	77.40	-.04	-.00	.01	.04	.01	-.04	-.05	.02	-.00	
11. Participant racial/ethnic background	.84	.37	-.20**	-.09**	-.03	-.03	-.01	.03	-.13**	.32*	-.01	.04

Note: $N = 640$

Sex was coded 1 female, 0 male; racial/ethnic background was coded 1 White, 0 Other. Cronbach's alpha reliabilities are given in italics on the diagonal.

* $p < .05$; ** $p < .01$. Two-tailed tests.

Table 5

Scale Development Step 5 – Convergent/Discriminant Validity Analysis

Summary of Hierarchical Regression Analysis for Variables Associated with Subordinates' Perceptions of Supervisor Paternalism

Variable	Unstandardized b (standard error)	t	R^2
Participant sex	-.16 (.10)	-1.61	.10**
Participant age	.00 (.00)	-.35	
Participant racial/ethnic background	-.56 (.12)	-4.70**	
Supervisor sex	.06 (.09)	.66	
Supervisor age	.32 (.05)	6.11**	
Supervisor racial/ethnic background	.03 (.13)	.20	
Participant sex	-.15 (.09)	-1.65	.13**
Participant age	.00 (.00)	-.93	
Participant racial/ethnic background	-.55 (.11)	-4.94**	
Supervisor sex	-.03 (.08)	-.40	
Supervisor age	.26 (.05)	5.28**	
Supervisor racial/ethnic background	.17 (.12)	1.45	
Perceived supervisor control (CO)	.31 (.03)	9.74**	
Perceived supervisor benevolence (BE)	.17 (.03)	5.64**	
Participant sex	-.15 (.09)	-1.63	.01**
Participant age	.00 (.00)	-1.0	
Participant racial/ethnic background	-.52 (.11)	-4.72**	
Supervisor sex	-.02 (.08)	-.26	
Supervisor age	.24 (.05)	5.01**	
Supervisor racial/ethnic background	.17 (.12)	1.50	
Perceived supervisor control (CO)	.32 (.03)	10.10**	
Perceived supervisor benevolence (BE)	.16 (.03)	5.25**	
CO x BE	.06 (.02)	2.90**	

Note: $N = 640$

Sex was coded 1 female, 0 male; racial/ethnic background was coded 1 White, 0 Other.

* $p \leq .05$; ** $p \leq .01$. Two-tailed tests.

Table 6

Scale Development Step 6 – Replication: Manipulation of Paternalism

Low paternalism	High paternalism
Excerpt 1: Introductory statement	
"I am Jessica Smith, I am a call center Supervisor at Contax Inc. (…) I've supervised (done) this job for three years. We hope you have a long future with our organization and hope this training helps you to be successful here."	"I am Jessica Smith, I am a call center Supervisor at Contax Inc. (…) I've supervised (done) this job for three years. So I know what's best for you as a future call center associate. We here at Contax want you to be a part of our little family – so let us show you how."
Excerpt 2: Procedures for a typical phone call	
"Note that I am taping the training session to have a record of what happened during the information session of the training."	"Note that I am taping the training session to have a record of who behaved and did not behave properly during the information session of the training."
Excerpt 3: Frequently asked questions	
"My tip in this case is simple: No!"	"My tip in this case is … Please do not do that – I do not want you to get your feelings hurt and get discouraged. In order to protect you from unpleasantness, just call me over if you feel uncomfortable."

Table 7

Scale Development Step 6 – Replication of Discriminant Validity Analysis

Pair of Variables	X^2 with estimated correlation parameter constrained to 1	X^2 with estimated correlation parameter unconstrained	ΔX^2 df = 1
Subordinates' perceptions of supervisor paternalism and Aycan's "Family atmosphere at work"	97.80	90.16	7.64*
Subordinates' perceptions of supervisor paternalism and Aycan's "Individualized relationships"	81.68	64.44	17.24*
Aycan's "Family atmosphere at work" and "Individualized relationships"	87.16	85.59	1.57
Subordinates' perception of supervisor paternalism and Aycan's "Family atmosphere at work" and "Individualized relationships" (combined)	275.06	262.28	12.78*
Subordinates' perceptions of supervisor paternalism and Aycan's "Involvement in employees' non-work lives"	130.89	70.41	60.48*
Subordinates' perceptions of supervisor paternalism and Aycan's "Loyalty expectation"	105.72	72.23	33.49*
Subordinates' perceptions of supervisor paternalism and Aycan's "Status hierarchy and authority"	97.68	70.04	27.64*

* $p < .05$

* $N = 231$

Table 8

Scale Development Step 6 – Replication: Correlations, Means, and Standard Deviations

Variables	Mean	SD	1	2	3	4	5	6
1. Subordinates' perceptions of supervisor paternalism	3.03	1.09	.89					
2. Aycan's Family atmosphere at work	3.52	.97	.65**	.84				
3. Aycan's Individualized relationships	3.50	1.00	.46**	.67**	.77			
4. Aycan's Involvement in employees non-work lives	3.21	1.01	.52**	.70**	.80**	.80		
5. Aycan's Loyalty expectations	3.11	.95	.55**	.63**	.66**	.74**	.67	
6. Aycan's Status hierarchy and authority	3.90	.84	.47**	.59**	.48**	.50**	.55**	.71

Note: $N = 231$.

Cronbach's alpha reliabilities are given in italics on the diagonal.
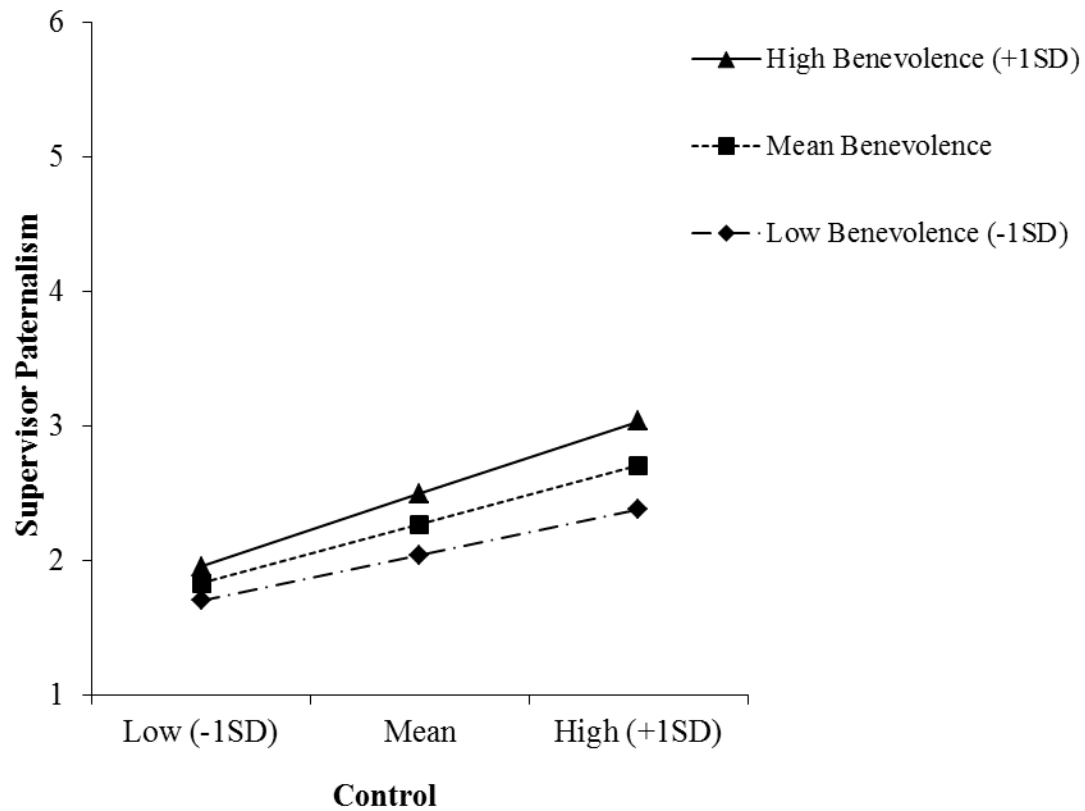
** $p < .01$

Figure 1. Step 5 interaction effect of benevolence in the relationship between control and subordinates' perceptions of supervisor paternalism