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ARTICLE

Paternalistic Leadership and Organizational Identification: The Mediating Role of Forgiveness Climate

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ABSTRACT
This study aimed to investigate the relationships among paternalistic leadership, forgiveness climate and organizational identification. A survey questionnaire was used to collect data from different level managers and employees working in tourist hotels in Bodrum peninsula, Turkey. The results indicate that moral and benevolent dimensions of paternalistic leadership directly impact on forgiveness climate, and only one paternalistic leadership dimension (benevolent) and forgiveness climate had impact on organizational identification. Also, this study investigates the mediating effect of forgiveness climate in the relationships between paternalistic leadership and organizational identification. Findings show that forgiveness climate mediates both moral and benevolent dimensions of paternalistic leadership and organizational identification. This study contributes to a better understanding of the roles of forgiveness climate in the hotel industry.

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Introduction

Hotel employees become the subjects of different types of mistakes (e.g., service mistakes) each day. These mistakes can bring along several consequences such as faulty products, low quality and performance problems, costumer dissatisfaction, stress, accidents and loss of time (P. Guchait et al., 2015). Punishing the mistakes that employees make in hotel companies does not prevent the recurrence of mistakes (P. Guchait et al., 2016a). In addition, in such kind of organizations, employees hesitate to mention about their mistakes because they are afraid of being accused of and punished. They try to avoid making up for their mistakes and tend to cover them (P. Guchait et al., 2016b). To avoid the devastating consequences of mistakes, researchers suggest the creation of forgiveness climate in the organization (Cox, 2011).

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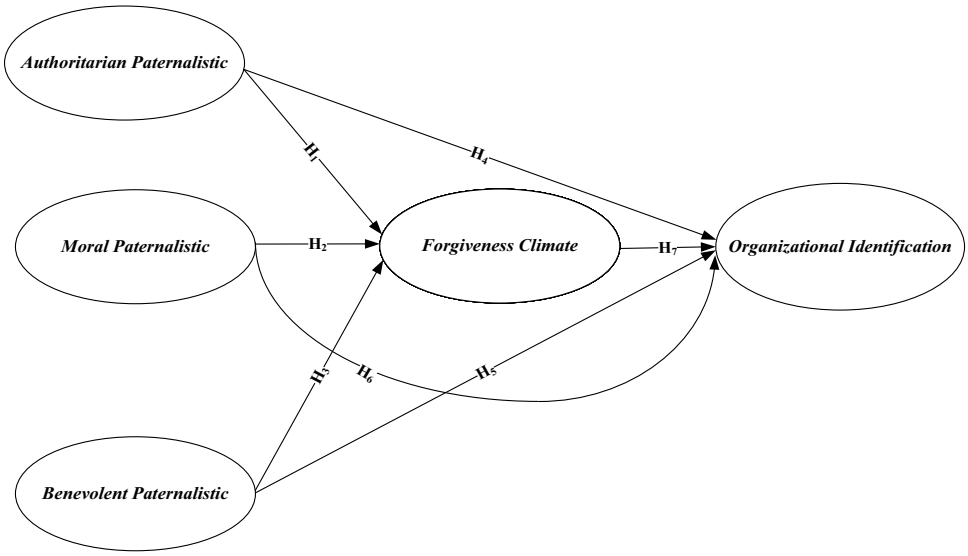

Figure 1. Theoretical model.

Forgiveness climate includes avoidance from accusation, anger and hatred toward the person who makes a mistake by adopting a tolerant approach about mistakes in general (Aquino et al., 2006; Cox, 2008). Forgiveness climate is a new topic in management literature and so there are quite few studies addressing it. In one of those studies, Cox (2011) finds out that forgiveness climate increases the willingness to forgive, job satisfaction and organizational citizenship behaviors while it decreases the job stress. P. Guchait et al. (2016b) point out that forgiveness climate significantly affects learning behavior, organizational identification, job satisfaction and turnover intention. As seen, there is not enough empirical evidence regarding the antecedents and consequences of forgiveness climate. This study aims to test a research model which deals with the antecedents and consequences of forgiveness climate to eliminate the aforementioned shortcoming in the literature. For this purpose, paternalistic leadership is taken as the antecedent of forgiveness climate whereas organizational identification is taken as the consequence of it. Based on the antecedent and consequence in question, the following relationship is hypothesized: while the moral and benevolent dimensions of forgiveness climate establish eligible conditions for the creation of forgiveness climate, its authoritarian dimension generates disadvantageous circumstances. On the other hand, forgiveness climate will enable further organizational identification by encouraging forgiveness instead of punishment when it comes to mistakes. Moreover, forgiveness climate plays a mediating role between the dimensions of paternalistic leadership and organizational identification. That is, the authoritarian dimension of paternalistic leadership decreases

organizational identification by destroying forgiveness climate, whereas its moral and benevolent dimensions contribute to organizational identification by way of creating forgiveness climate.

Leadership plays an important role in the creation of any kind of organizational climate. The formation of required norms and values for the desired climate and sharing them within the organization are the responsibilities of leaders (Yeşiltaş, 2013). The most common leadership in Eastern communities is the paternalistic type of leadership. The societies such as in Turkey which are characterized by conventional, hierarchical and collectivist structures face mostly paternalistic leaders in organizational life (Aycan, 2006; Mansur et al., 2017). Therefore, this study which examines the leadership as the determinant of forgiveness climate in hotel industry is focused on the paternalistic leadership. Paternalistic leadership comprises three dimensions: authoritarian, benevolent and moral (Farh & Cheng, 2000; Pellegrini et al., 2010). Paternalistic leadership represents a kind of leadership which unifies relatively strong discipline and authority with paternal benevolence and moral correctness in an individual atmosphere (Farh & Cheng, 2000).

Paternalistic leadership has both positive and negative attributes which can influence forgiveness climate. In terms of benevolent dimension, leaders can contribute to the forgiveness climate through displaying such behaviors as individualized interest, understanding and forgiveness toward their subordinates (Erben & Güneşer, 2008). Regarding moral dimension, leaders exhibiting remarkable personal virtues, self-discipline and avoidance from selfishness can create positive circumstances for forgiveness (Niu et al., 2009; Ötken & Cenkci, 2012). On the other hand, in terms of authoritarian leadership dimension, leaders can create inconvenient circumstances for forgiveness climate by establishing oppressive authority and control over employees, punishing mistakes and looking down on (Wu & Tsai, 2012). In this vein, it is expected in this study that benevolent and moral dimensions of paternalistic leadership will affect forgiveness climate positively whereas its authoritarian dimension will affect forgiveness climate negatively. As the basis for this hypothesis, the Social Learning Theory is used. According to the Social Learning Theory, individuals learn by paying attention to the attitudes, values and behaviors of attractive and trustworthy models (leaders) and modeling them (Walumbwa et al., 2010). One of the ways of learning for human beings is to observe others' behaviors and the consequences of behaviors. Observed behaviors become parts of individual's repertoire and then, they are turned into actual behaviors in appropriate situations (Bandura, 1977). In this sense, the behaviors of paternalistic leader are observed by the individuals in the organization and these behaviors can become a part of organizational climate.

Since there is not enough empirical evidence in the literature in terms of the antecedents and the consequences of forgiveness climate, the relationship mechanism between the antecedents and the consequences keeps its

uncertainty (Cheng & Wang, 2015). To shed light on this relationship mechanism, we claim that paternalistic leadership not only affects forgiveness climate but also may affect the organizational identification through forgiveness climate. The benevolent and moral dimensions of paternalistic leadership increase organizational identification by providing organization and employees with positive social identities and creating the sense of gratitude among employees (Bergami & Bagozzi, 2000) whereas authoritarian dimension may decrease the organizational identification by destroying the common social identities embodied by the organization and individuals (Göncü et al., 2014). However, these relationships are more complicated than they are thought to be and can be explained better in the light of some other mediating processes. In the context of mediating processes, the benevolent and moral dimensions of paternalistic leadership can increase organizational identification by creating forgiveness climate in the organization. On the other hand, the authoritarian dimension of paternalistic leadership can decrease organizational identification by hampering the forgiveness climate. Drawing on the theoretical background above, the following research questions guide this study:

Research Question 1: What is the nature of relationship between paternalistic leadership and forgiveness climate?

Research Question 2: What is the nature of relationship between paternalistic leadership and organizational identification?

Research Question 3: What is the nature of relationship between forgiveness climate and organizational identification?

Research Question 4: Does forgiveness climate mediate the relationship between paternalistic leadership and organizational identification?

This study makes several contributions to the literature. First, forgiveness climate is a new research field and there is little evidence regarding its antecedents and consequences. This study contributes to the literature by taking paternalistic leadership as the antecedent of forgiveness climate and organizational identification as the consequence of forgiveness climate. Second, this study expands the literature on forgiveness climate by putting forward that the benevolent and moral dimensions of paternalistic leadership increase organizational identification through forgiveness climate. Third, this study provides up to date information on paternalistic leadership, forgiveness climate and organizational identification in the context of Turkish hotel industry.

Theoretical Framework and Hypothesis Development

Forgiveness Climate

Forgiveness climate has been a research topic to organizational studies quite recently. At first, forgiveness was a concept which was examined on the basis

of individuals. On the other hand, it has started to be taken as a feature of organization over the last few years. Forgiveness can emerge as a personal attribute that individuals may utilize in finding solutions to individual conflicts, but also, as recently stated, it can occur as an attribute of the whole (Fehr & Gelfand, 2012). The spread of forgiveness among individuals results in its emergence as a collective phenomenon at organizational level (Fehr & Gelfand, 2012). The transformation of forgiveness into collective consciousness turns it into an organizational climate by means of affecting the whole organizational environment (Aquino et al., 2003). P. Guchait et al. (2016b, p. 381) define forgiveness climate as "*the abandonment of resentment and blame as well as the adoption of a positive, forward-thinking approach to errors, mistakes, and offenses in the workplace*". Forgiveness climate reflects an organizational environment which tolerates mistakes, features forgiveness instead of holding a grudge and makes understanding dominant over accusation in case of problems (Cox, 2008). In organizations where forgiveness climate is dominant, individuals tend to avoid bearing a grudge as much as possible, refrain from accusing one another when they face mistakes and tolerate mistakes (Cox, 2011).

Paternalistic Leadership

Paternalism is common in Eastern communities as a management culture (Pellegrini et al., 2010). Aycan et al. (2000), in their study on different cultures, state that countries such as India, Pakistan, China and Turkey have high paternalistic values. These countries have higher power distance in terms of culture and are characterized by collectivist social characteristics. Thus, employees in these countries are supervised in organizational life by paternalistic leaders more (Erben & Güneşer, 2008). Paternalism is defined as "hierarchical relationship in which a leader guides professional and personal lives of subordinates in a manner resembling a parent, and in exchange expects loyalty and deference" (Gelfand et al., 2007, p. 493) whereas paternalistic leadership is defined as a leadership type which "combines strong discipline and authority with fatherly benevolence and moral integrity couched in a personality atmosphere" (Farh & Cheng, 2000, p. 84).

There are three important dimensions of paternalistic leadership: moral, benevolence and authoritarian (Farh & Cheng, 2000; Ötken & Cenkci, 2012). The authoritarian dimension of paternalistic leadership is the one which puts authority and control into the forefront and requires unquestioned submission from subordinates. Morality includes the behaviors of leaders who exhibit remarkable personal virtues and moral behaviors (e.g., not to exploit the authority for individual gains, being an example with personal virtues in organizational life) (Pellegrini & Scandura, 2008). Benevolence dimension refers to the behaviors of leaders who show individualized concerns for their

subordinates' personal and family welfare. Benevolent leaders exhibit specific behaviors such as "understanding and forgiving" along with individualized care (Cheng & Wang, 2015).

Organizational Identification

The basis of organizational identification can be found in the Social Identity Theory (Tajfel, 1978). Mael and Ashforth (1992, p. 109) define organizational identification as the "perception of oneness with or belongingness to an organization where the individual defines him or herself at least partly in terms of their organizational membership". Identification emerges when the members of an organization feel themselves as a part of the organization (Katrınlı et al., 2009). The most eligible condition for the emergence of organizational identification is when organizational characteristics begin to take place in employee's own self-concept (J.E. Dutton et al., 1994). The identification of individual with the organization in which s/he works means that organizational membership becomes an important part of individual's selfness (Göncü et al., 2014).

Paternalistic Leadership and Forgiveness Climate

Paternalistic leadership, the dimensions of which encompass opposing leader behaviors (benevolence, morality and authoritativeness), may affect forgiveness climate positively or negatively. Punishment against mistakes, scolding and creating pressure over employees to make the jobs done accurately are among the prominent characteristics of an authoritarian leader (Cheng et al., 2004). According to the Social Identity Theory, authoritarian leaders who have oppressive and punisher characteristics can affect their followers' behaviors negatively (Zhang et al., 2015). Specifically, authoritarian leaders' oppressive and punishing behaviors turn into a collective phenomenon within the organization and may create negative circumstances for forgiveness climate. Due to the nature of the tourism industry, mistakes are observed intensely in hotel companies. Therefore, forgiveness for effective management is quite important for hotels (P. Guchait et al., 2016b). However, since authoritarian leaders prefer punishment over forgiveness and use their authority as a pressure tool (Pellegrini & Scandura, 2008), they may negatively affect the forgiveness climate which is essential for hotels. In several studies, it is revealed that authoritarian leadership affects some types of organizational climate (e.g., ethical climate) negatively (Erben & Güneşer, 2008; Ötken & Cenkci, 2012). Depending on the aforementioned arguments, we expect that authoritarian leadership affects forgiveness climate negatively and propose the following hypothesis:

H_1: *Authoritarian leadership negatively impacts on forgiveness climate.*

Moral dimension of the paternalistic leadership includes leader's exhibiting excellent moral virtue, having self-disciple and not being selfish (Ötken & Cenkci, 2012), in other words being altruist. From the Social Learning Theory's (Bandura, 1977) point of view, the proliferation of these leader characteristics in the organization may have an impact on the creation of forgiveness climate. Specifically, moral leaders characterized by remarkable personal virtues and refraining from selfishness may become a role model for the employees by way of avoiding exploiting the authority they have, and in this way, the convenient conditions can be established for forgiveness climate (Niu et al., 2009; Ötken & Cenkci, 2012). Leader's moral behaviors may contribute to the transformation of forgiveness climate, which is based on no accusing, holding no grudge and learning from the mistakes, into a collective organizational attribute (Fehr & Gelfand, 2012). In the literature, there is no study that has examined the relationship between moral leadership and forgiveness climate. On the other hand, it is possible to find studies reporting that moral leadership has a positive impact on some organizational climate types (e.g., ethical climate) (Schminke et al., 2005). Based on the theoretical discussion above, the following hypothesis is proposed:

H_2: *Moral leadership positively impacts on forgiveness climate.*

Benevolent leadership encompasses behaviors such as individualized care, understanding and forgiving which are in favor of employees (Erben & Güneşer, 2008). For this reason, benevolent leadership fits like a glove to forgiveness. Cox (2008) indicates that individuals engaging in helpful behaviors in the organization abandon the feeling of vengeance and show tendency to forgiveness. That is, employees who perceive the benevolent leadership in the organization may tend to forgive when faced with an aggressive behavior (Cox, 2011). In terms of the Social Learning Theory, employees who observe leader's benevolent behaviors (e.g., understanding and forgiving) may contribute to the spread of forgiveness climate in the organization by imitating these kinds of behaviors within the organization. Besides displaying understanding and forgiving behaviors, paternalistic leaders behave in favor of employees and their families (Ötken & Cenkci, 2012). Such kind of behaviors may create a positive environment for a forgiveness-friendly climate. Based on the theoretical discussion above, the following hypothesis is proposed:

H_3: *Benevolent leadership positively impacts on forgiveness climate.*

Paternalistic Leadership and Organizational Identification

Organizational identification is rooted in positive social identity basis of the organization (Ashforth & Mael, 1989). Employees have a tendency to being identified with the organizations which have positive social identity (Gürlek & Tuna, 2019). Specifically, individuals define themselves with organizations in which they are honored and proud of working. Ensuring the identification of individuals with the organization is undoubtedly the responsibility of the leaders. Leaders can increase the organizational identification by creating a positive identity within the organization and by providing positive implications for their subordinates (Wang et al., 2019). For this reason, organization members' identifying themselves with the organization may depend on leaders' behaviors (Van Knippenberg et al., 2004). Strict control, suppression and punishing attitude of an authoritarian leader may harm the identification between the individual and the organization. For example, Cheng and Wang (2015) emphasize that authoritarian leadership damages the social identity of the organization by means of creating pressure over employees, and thus, decreases the organizational identification. Authoritarian leadership may hamper organizational identification by providing employees and the organization with negative identities. Hence, it can be indicated that researchers have put forward negative impacts of authoritarian dimension of paternalistic leadership on employee behaviors (Chan et al., 2013; Cheng & Wang, 2015). Moreover, Van Dick and Kerschreiter (2016), who are among the prominent researchers of organizational psychology, point out that the effects of the three dimensions of paternalistic leadership on organizational identification should be investigated. Based on the above-mentioned literature, the following hypothesis is proposed:

H_4: Authoritarian leadership negatively impacts on organizational identification.

According to the Social Exchange Theory (Blau, 1964), an individual facing a positive behavior or a benefit by another individual feels obliged to provide a reciprocal benefit or do a favor. By nature, benevolent leadership drives a social exchange relationship between employees and the organization. Benevolent leader behaviors create a feeling of gratitude among employees and in turn these employees feel obliged to pay the favors back (Cheng & Wang, 2015). According to the Leader–Member Exchange Theory, subordinates experiencing a high quality leader-member exchange may exhibit more positive attitudes toward their organizations. In the event that managers have more concern and provide further assistance to the employees and their families, an increase is expected at the leader–member exchange (Li & Sun, 2015). Based on the benevolent paternalism, leaders concern the well-being of employees, and, in

response, employees may foster loyalty and commitment toward their organizations. Therefore, it is possible to express that benevolent leadership may increase organizational identification.

H_5: Benevolent leadership positively impacts on organizational identification.

Literature on leadership suggests that leader characteristics such as trustworthiness and correctness contribute to individual's identification with the organization or the group (Walumbwa et al., 2011). Moral leaders may increase the identification between the individual and the organization through remarkable personal virtues, self-discipline and avoidance from selfishness. The Social Identity Theory suggests that individuals try to develop positive social identities (J. E. Dutton et al., 2010; Gürlek & Tuna, 2019). Moral leadership may provide both individuals and the organization with positive social identities due to its remarkable moral attributes and this may increase the organizational identification (Wu, 2012). Besides, leader's avoidance of acting in a selfish manner and exploiting the authority and rather exhibiting correct and moral behaviors may pave the way for their followers to be identified with the organization more (Farh & Cheng, 2000). Thus, it can be expected that moral leadership may contribute to organizational identification.

H_6: Moral leadership positively impacts on organizational identification.

According to the Social Identity Theory, organizational identification emerges thanks to attractive, distinctive and apparent characteristics that differentiate the organization from the others (Hornsey, 2008). Based on the social status of the organizations they work for, individuals make an evaluation of self-value and self-respect (Tyler, 1999). Therefore, employees prefer defining themselves with the organizations that meet their needs for self-upgrade and boosted self-respect (Gürlek & Tuna, 2019). Forgiveness climate is a distinctive attribute that differs the organization from the others (Fehr & Gelfand, 2012), and thus, it is possible that it could increase organizational identification. The increase in organizational identification by means of forgiveness climate depends on the information that employees have gathered about the organization. According to the Social Information Processing Theory, individuals' information processing capacities are limited. So, individuals collect information not only by means of their own personal judgments but also by observing the organizational factors (e.g., cues from coworkers) (Naumann & Bennett, 2002). In other terms, employees' perceptions of their working environment are influenced by social factors. Forgiveness climate as a social factor provides employees with insights about the organization (Salancik & Pfeffer, 1978). When employees working in organizational

environments observe a climate in which forgiving instead of holding a grudge and understanding instead of accusing are praised (Cox, 2011), they can have a perception of attractive and distinctive organization and identify themselves with their organizations more.

H_7: Forgiveness climate positively impacts on organizational identification.

The Mediating Role of Forgiveness Climate

Forgiveness lies at the heart of benevolence (Mok & De Cremer, 2015). Benevolent leaders are defined as the leaders who focus on individual care, are tolerant and are inclined to encourage individuals in the organization to help (Cheng & Wang, 2015). Due to these characteristics, benevolent leaders may be effective in spreading the forgiveness climate within the organization through social learning (Testa, 2009). The Social Information Process Theory assumes that individuals develop attitudes and behaviors according to the information they obtain by observing their social environments (James et al., 1978). They attain the information that they need to merge their own identities with organizational identity by observing the organizational climate (Bartels et al., 2007). When employees working in organizational environments observe a climate in which forgiving instead of holding a grudge and understanding instead of accusing in the face of problems are dominant (Cox, 2008), they can perceive a positive organizational identity for organizational identification and identify themselves with their organizations more. Based on the above-mentioned literature, it can be expected that benevolent leadership can increase organizational identification by creating forgiveness climate.

H_8: *Forgiveness climate mediates the relationship between benevolent leadership and organizational identification.*

Authoritativeness refers to the behaviors of leaders that put authority and control to the front and demand unquestioned submission from the subordinates (Pellegrini & Scandura, 2008). Authoritarian leaders tend to ignore their followers by taking unilateral decisions (Schuh et al., 2013) and create a climate of fear and pressure for employees (Farh & Cheng, 2000). Authoritarian leadership creates an oppressive authority and control over employees; in addition, it punishes mistakes and looks down on employees. Thus, it creates disadvantageous circumstances for forgiveness climate (Cheng et al., 2004) and may decrease organizational identification.

H_9: *Forgiveness climate mediates the relationship between authoritarian leadership and organizational identification.*

Moral leadership includes a broad range of leadership characteristics, which means that the leader must have remarkable personal virtues and self-discipline and should not be selfish (Cheng et al., 2004; Wang & Kwan, 2017). The Social Learning Theory argues that a leader affects his/her followers by creating a role model. Followers learn by observing the leader's behaviors (Bandura, 1977). For this reason, moral leaders may create appropriate circumstances for forgiveness climate thanks to their moral values (Brown et al., 2005). Moreover, moral leadership with remarkable personal virtues, self-discipline and avoidance from selfishness may increase organizational identification by creating forgiveness climate. Moral leadership with remarkable moral qualities establishes the forgiveness climate by preventing the exploitation of authority for personal gains and ensuring the avoidance from selfishness (Niu et al., 2009; Ötken & Cenkci, 2012). Employees perceiving forgiveness climate in the organization can identify themselves with their organizations more (Cheng & Wang, 2015). Based on the above-mentioned theory, the following hypothesis is proposed:

H_{10}: *Forgiveness climate mediates the relationship between moral leadership and organizational identification.*

Methods

Measures and Questionnaire

Scales were translated into Turkish via the back-translation method (Brislin, 1976). Following the back-translation procedure, four experts were invited to translate all scales into Turkish. The questionnaire form was designed in English first and then translated into Turkish by two bilingual academic staff working in Burdur School of Tourism and Hotel Management, Turkey. The Turkish version of the questionnaire form was translated back into English by another two academic staff. Since no significant differences were noted between the original version and the translated version, the authors employed the Turkish version in the study. The finalized questionnaire forms were tested through a pilot test performed on employees (N = 30). It was observed that the employees had no difficulty in understanding the translated items. Therefore, no changes were realized in the wording of the questions included in the above-mentioned questionnaires.

Paternalistic Leadership Scale

Academicians have defined and measured paternalistic leadership in different ways. The scale developed by Cheng et al. (2004) is the most well-known and widely used one. The reason is that paternalistic leadership style encompasses opposing leader behaviors and the scale developed by Cheng et al. (2004)

integrates all opposing leader behaviors and obliges these behaviors to be considered under the same umbrella (Bedi, 2020). Therefore, the scale in question was used in the current study, as well. The scale consists of 26 items, and it is a 5-point Likert scale ranging from "strongly disagree" (1) to "strongly agree" (5). As seen in Table 2, the items with low factor loadings were removed after the confirmatory factor analysis (CFA). In the light of the CFA results, 11 items for benevolent leadership, three items for moral leadership and three items for authoritarian leadership were retained as their factor loadings and reliability levels were sufficient to proceed further.

Forgiveness Climate Scale

A four-item Forgiveness Climate Scale developed and validated by Cox (2011) was utilized in the study to measure the forgiveness climate. When the literature is reviewed, it is seen that there is only one scale to measure the forgiveness climate. In addition, P. Guchait et al. (2016b) used this scale in their study in which employees from the tourism industry took part. Therefore, this measurement tool was used in the current study, as well. Participants indicated their levels of agreement with each item using a 5-point scale ranging from (1) "strongly disagree" to (5) "strongly agree".

Organizational Identification Scale

To measure the organizational identification construct in the model, the 6-item Organizational Identification Scale developed by Mael and Ashforth (1992) was used in the study. This scale includes affective and cognitive components, and is based on the Social Identity Theory. Since it has been used in several studies, it is considered as a reliable scale (Walumbwa et al., 2011). The 6 items were assessed on a 5-point scale, ranging from (1) "strongly disagree" to (5) "strongly agree".

Data Collection and Analysis

Research data were gathered from employees of five-star hotels in Bodrum peninsula which is one of the leading tourism destinations in southern Turkey. According to the data acquired from the Culture and Tourism Directorate of Muğla, Turkey, there are 41 five-star hotels in Bodrum that provide service with a total of 10.880 rooms and 24.138 beds (https://mugla.ktb.gov.tr/). Taking these figures into consideration, it is seen that Bodrum peninsula, where the current study was conducted, occupies the top place in terms of overall five-star hotel capacity. Based on the Hotel and Tourism Industry Labor Force Survey which was conducted by the Ministry of Culture and Tourism (1989), it is seen that the number of staff per bed is 0.59 in five-star hotels (as cited in Kara et al., 2013; Yeşiltaş & Tuna, 2018). Hence, a total of 14.241 employees provide service in five-star hotels in Bodrum. For data

collection in the study, convenience sampling method was employed. In this respect, hotels operating in Bodrum were asked to be involved in the research and 11 hotels responded positively. Questionnaire forms were handed in during employees' rest breaks and collected back one day later. A total of 550 questionnaire forms were distributed and 380 questionnaire forms returned throughout a period of 2 months. Return rate is 69%. Since fourteen questionnaire forms were characterized by high rate of missing data, they were excluded from the data set. Within the scope of the study, 366 questionnaire forms were analyzed, and three scales were used.

During data collection period, researches may face the risk of non-response bias, and this matter may prevent the generalizability of the research findings (Yüksel, 2017). Therefore, it was decided in the current study to compare the results obtained from the responses of early and late respondents (Armstrong & Overton, 1977) so as to determine whether this would create a problem or not. For this purpose, independent sample *t*-test was conducted. It was found that there was no difference between early and late respondents at 5% significance level (F =. 324; p = .583). For this reason, it was concluded that the non-response bias did not impose a risk for the current study.

Before initiating the analysis process, preliminary statistics were obtained using SPSS 21.0 including data screening and preparation. As suggested by Hair et al. (2017) and Merli et al. (2019), kurtosis and skewness coefficients were calculated via the kurtosis and skewness coefficients calculation software (https://webpower.psychstat.org/models/kurtosis). Results showed that the research data did not provide the multiple normality assumption. By using Mardia's normality test, multivariate skewness (β = 3.102; $p < .01$) and multivariate kurtosis (β = 29.836; $p > .05$) values were identified. Accordingly, it was found that the data had no normal distribution. In order to test the research hypotheses, PLS SEM was preferred. PLS SEM is a regression-based approach and fits to the nature of the collected data (Hair et al., 2017; Merli et al., 2019). Thus, to analyze the data Smart PLS v.3.2.7 statistical program and Partial Least Squares technique were used in the study (Ringle et al., 2015).

Results

Respondent Characteristics and Descriptive Statistics

The sample characteristics reveal that most of the respondents are in the age range of 18–25 (37.7%). The number of female respondents (40.2%) is lower than that of male respondents (59.8%). In terms of the level of education, the majority of respondents are high-school graduates (41.8%). In the study, lower level employees (68.6%) dominate the sample. As presented in Table 1, most of the respondents work in the food & beverage department (33.3%), while 42.1% work in the current hotel for 1 year to 5 years.

Table 1. Sample demographic statistics.

Variable		f	%	Variable		f	%
Age	Under 18	33	9.0	*Gender*	Male	219	59.8
	18–25	138	37.7		Female	147	40.2
	26–33	105	28.7	*Department*	Food and Beverage	122	33.3
	34–41	47	12.8		Front Office	47	12.8
	42–49	32	8.7		House Keeping	58	15.8
	49 or over	11	3.0		Cuisine	50	13.7
Education level	High School	153	41.8		Human Resource Management	25	6.8
	Associate's Degree	105	28.7		Accounting	25	6.8
	Bachelor's Degree	90	24.6		Other	39	10.7
	Master Degree	17	4.6	*Tenure*	Under 1 Year	153	41.8
	PhD Degree	1	0.3	*(in this hotel)*	1–5	154	42.1
Position	Low-Level Employee	251	68.6		6–10	44	12.0
	Mid-Level Employee	73	19.9		10 or over	15	4.1
	High-Level Employee	42	11.5				

Common Method Variance (CMV)

When the literature is examined, it is seen that individuals' self-reporting at data collection phase is common in the studies on tourism (Min et al., 2016). Collecting responses related to dependent and independent variables within the same research design and from the same respondents results in CMV problem (Podsakoff et al., 2003). There are methodological and statistical solutions to eliminate this problem (P. M. Podsakoff & Organ, 1986). In order to eliminate the CMV in the present research, the participants were asked during the preparation and implementation stages of the questionnaires to sign a consent form identifying the purpose of this study and indicating their awareness that their participation in the study was voluntary and that they had the right to withdraw at any time without consequences of any kind. Also, special attention was paid to put the questions related to dependent and independent variables in different places in the questionnaire form.

Statistically, the possibility of CMV was tested via the Partialling Out of General Factor (POGF). As a result of factor analysis, the first factor which emerged without being included into any rotation consists of a large part of common method variance among all variables (P. M. Podsakoff & Organ, 1986). POGF approach was developed by Tehseen et al. (2017) by way of adapting the recommendations proposed by P.M. Podsakoff and Todor (1985). Accordingly, general factor acquired via factor analysis is incorporated into the model as exogenous variable and predict all endogenous variables in the model (Ghazali et al., 2019). Common structure or general factor acquired via factor analysis is included into the model again with advanced analysis techniques provided by Smart PLS and its effect on the model is tried to be identified. Five-stage path put forward by Tehseen et al. (2017) was followed throughout the study. The first factor obtained as a result of the factor analysis was included into the endogenous construct and R^2 changes in the endogenous construct were observed following the inclusion of the first factor. If a significant change is observed in R^2 after the

general factor having been included into the endogenous construct, it shows that CMV is an important problem. In this study, significant changes were not identified in R^2's of forgiveness climate [(0.617–0.626(POGF)] and of organizational identification [(0.722–0.726 (POGF)]. Taking into consideration that the change is minor, it can be reported that CMV does not constitute a problem in the current study.

Assessment of Measurement Model

Measurement model was constructed to ensure the convergent and discriminant validities. Factor loadings, Composite Reliability (CR), Cronbach's Alpha (CA) and Average Variance Extracted (AVE) were used to assess the convergent validity (Hair et al., 2017). The recommended values for factor loadings were set at >0.70, the CA values at >0.70, the AVE at >0.50 and the CR at >0.70 (Ali, Rasoolimanesh et al., 2018). It is seen in Table 2 that all the values

Table 2. Measurement model.

Items	Factor Loadings	CA	CR	AVE
Benevolent Leadership		0.967	0.971	0.750
My supervisor is like a family member when he/she gets along with us.	0.879			
My supervisor devotes all his/her energy to taking care of me.	0.854			
Beyond work relations, my supervisor expresses concern about my daily life.	0.872			
My supervisor ordinarily shows a kind concern for my comfort.	0.892			
My supervisor will help me when I'm in an emergency.	0.874			
My supervisor takes very thoughtful care of subordinates who have spent a long time with him/her.	0.819			
My supervisor meets my needs according to my personal requests.	0.872			
My supervisor encourages me when I encounter arduous problems.	0.883			
My supervisor takes good care of my family members as well.	0.848			
My supervisor tries to understand what the cause is when I don't perform well.	0.871			
My supervisor handles what is difficult to do or manage in everyday life for me.	0.861			
Moral Leadership		0.897	0.936	0.829
My supervisor doesn't take the credit for my achievements and contributions for himself/herself.	0.919			
My supervisor does not take advantage of me for personal gain.	0.933			
My supervisor does not use *guanxi* (personal relationships) or back-door practices to obtain illicit personal gains.	0.879			
Authoritarian Leadership		0.900	0.936	0.830
I feel pressured when working with him/her.	0.911			
My supervisor scolds us when we can't accomplish our tasks.	0.900			
We have to follow his/her rules to get things done. If not, he/she punishes us severely.	0.922			
Forgiveness Climate		0.920	0.944	0.807
We do not hold grudges	0.882			
We are forgiving of each other's offenses	0.932			
We are willing to overlook most offenses	0.911			
We are able to work through our differences	0.867			
Organizational Identification		0.936	0.949	0.758
When someone criticizes (name of hotel), it feels like a personal insult.	0.807			
I am very interested in what others think about (name of hotel).	0.890			
When I talk about this hotel, I usually say "we" rather than "they."	0.878			
This hotel's successes are my successes	0.867			
When someone praises this hotel, it feels like a personal compliment.	0.888			
If a story in the media criticized the hotel, I would feel embarrassed.	0.890			

exceeded the recommended values, and thus, the convergent validity was verified. Accordingly, factor loadings of reflective latent indicators were found to be in the range of 0.807–0.933. Besides, it was found out that the CA values were in the range of 0.897–0.967, the CR values were in the range of 0.936–0.971 and AVE values were in the range of 0.750-0.830.

To verify the discriminant validity, Fornell and Larcker (1981) Criterion and Heterotrait-Monotrait (HTMT) Ratio of correlation (Henseler et al., 2015) values were calculated. These values can be found in Tables 3 and Table 4. Table 3 presents the square roots of AVE values and the correlations between variables. Fornell and Larcker (1981) criterion is a methodology based on comparing the square root of AVE values with the correlations of latent variables. In this context, square root of the AVE of each variable must be greater than the correlation of other latent variables. Second, following Henseler et al. (2015)'s recommendation, we adopted the HTMT approach. HTMT value is an alternative that can be used in addition to the traditionally-accepted Fornell-Larcker Criterion and is a better way to identify whether the discriminant validity is provided or not (Ali, Rasoolimanesh et al., 2018). Values at and below 0.90 threshold show that criteria validity is provided (Rodríguez-Victoria et al., 2017). When Table 4 is examined, it is seen that the value in question is within the accepted limits.

Assessment of Structural Model and Key Findings

After establishing the reliability and validity, the primary assessment for PLS-SEM criteria, we also evaluated hypothesized paths among constructs through

Table 3. Fornell-Larcker discriminant validity criteria.

	Authoritarian Leadership	Benevolent Leadership	Forgiveness Climate	Moral Leadership	Organizational Identification
Authoritarian Leadership	***0.911***				
Benevolent Leadership	−0.245	***0.866***			
Forgiveness Climate	−0.177	0.776	***0.899***		
Moral Leadership	−0.207	0.820	0.706	***0.911***	
Organizational Identification	−0.150	0.784	0.811	0.702	***0.870***

Table 4. HTMT discriminant validity criteria.

	Authoritarian Leadership	Benevolent Leadership	Forgiveness Climate	Moral Leadership	Organizational Identification
Authoritarian Leadership					
Benevolent Leadership	0.258				
Forgiveness Climate	0.187	0.822			
Moral Leadership	0.226	0.880	0.777		
Organizational Identification	0.158	0.824	0.875	0.766	

Smart PLS. Standardized root mean square residual (SRMR) score was taken into notice to evaluate the model's goodness of fit. The overall approximate model fits (SRMR) were below the suggested threshold of 0.08 (Hu & Bentler, 1999). In this study, the SRMR value was identified as 0.035. Also, we used the blindfolding procedure in Smart PLS to test the quality of the structural model (Hair et al., 2017).

Following the assessment of measurement model and goodness of fit indices, structural model was tested. For the assessment of the model, R^2, Blindfolding (Q^2) and Cohen test (f^2) were used. The evened R^2 was calculated in order to identify the explanatory power of exogenous variables over endogenous variables. PLS-SEM path model aims at maximizing the R^2 of endogenous latent variable. The studies in the literature address the values 0.25, 0.50, 0.75 as small, moderate and large, respectively (Hair et al., 2017). The current study revealed that forgiveness climate (61.7%) and organizational identification (72.2%) had moderate explanatory power.

Blindfolding is referred to as a sample re-use technique which systematically deletes data points and provides a prognosis of their original values (Duarte & Raposo, 2010; Hair et al., 2017). Blindfolding technique provides the Q^2 value. The Q^2 test reveals how the obtained data can be experimentally redesigned with the help of the PLS parameters and the model (Ali, Kim et al., 2018). The fact that a Q^2 value is larger than zero indicates that the model has predictive relevance, while a Q^2 value below zero indicates that the model has no predictive relevance.

The effect sizes (f^2), namely 0.02, 0.15 and 0.35, are addressed in the literature as small, moderate and large, respectively (Cohen, 1988). In the model the f^2 values range from 0.001 to 0.337 (Table 5). In the event that there is a possible correlation between variables as in this case, small f^2 does not necessarily mean that the effect is insignificant. Therefore, f^2 value identified in the model can be taken into notice (Rodríguez-Victoria et al., 2017). It is seen in the Table that authoritative leadership has a weak impact on forgiveness climate (Table 5). In addition, it is observed that the values belonging to the other correlations are within the acceptable limits

Table 5. Blindfolding test result.

Construct	Omission distance = 7		Omission distance = 13		
	Communality Q^2	*Redundancy Q^2*	*Communality Q^2*	*Redundancy Q^2*	*R^2*
Benevolent Leadership	0.688	n/a	0.697	n/a	n/a
Moral Leadership	0.594	n/a	0.699	n/a	n/a
Authoritarian Leadership	0.591	n/a	0.653	n/a	n/a
Forgiveness Climate	0.637	0.486	0.560	0.455	0.617
Organizational Identification	0.640	0.535	0.671	0.522	0.722

Cohen's effect sizes (f^2) results: AL -> FC: 0.001; AL-> OI: 0.005; BL -> FC: 0.306; BL -> OI: 0.107; FC -> OI: 0.337; ML -> FC: 0.039; ML -> OI: 0.006.

Note: BL = Benevolent Leadership; AL = Authoritarian Leadership; ML = Moral Leadership; FC = Forgiveness Climate; OI = Organizational Identification.

Structural Equation Modeling

Table 6 presents the results of path analyses for the direct hypotheses identified throughout the study. Accordingly, the current study concluded that authoritarian leadership did not impact on forgiveness climate (β = 0.016; $p > .05$). On the other hand, benevolent leadership (β = 0.604; $p < .001$) and moral leadership (β = 0.214; $p < .01$) created positive impact on forgiveness climate. In the light of these findings, H_1 was not supported while H_2 and H_3 were supported. The study revealed that authoritarian leadership (β = 0.038; $p > .05$) and moral leadership (β = 0.075; $p > .05$) did not affect organizational identification whereas benevolent leadership (β = 0.348; $p < .001$) affected organizational identification positively. Therefore, H_4 and H_5 were not supported while H_6 was supported. Furthermore, it was put forward that forgiveness climate had a positive impact on organizational identification (β = 0.495; $p < .001$), and thus, H_7 was supported.

Mediation of Forgiveness Climate

To further test the mediating role of forgiveness climate, we calculated 97.5% confidence intervals (CI) of parameter estimates using 5000 data samples extracted from the raw data samples (n = 366). The total indirect effect of benevolent leadership (0.222 LLCI and 0.394 ULCI) and moral leadership (0.045 LLCI and 0.192 ULCI) on organizational identification is significant as the 97.5% CI does not include zero. Thus, H_8 and H_9 are supported. On the other hand, authoritative leadership includes the value of zero (−0.020 LLCI and 0.045 ULCI), which indicates that it is not a significant mediator. In other words, the current study failed to validate the mediator role of forgiveness climate in the relationship between authoritative leadership and organizational identification. Thus, H_{10} was not supported.

Table 6. Path coefficients.

	Path Coefficients	t-values	p-values	Decision
BL -> FC	0.604	9.160	0.000	Supported
BL-> OI	0.348	5.532	0.000	Supported
ML-> FC	0.214	3.178	0.002	Supported
ML -> OI	0.075	1.387	0.168	Not Supported
AL -> FC	0.016	0.504	0.622	Not Supported
AL -> OI	0.038	1.609	0.116	Not Supported
FC -> OI	0.495	8.185	0.000	Supported

Test of indirect paternalistic leadership on organizational identification

	Path Coefficients	*t-values*	*p-values*	*2.5%LLCI*	*97.5%ULCI*	*Decision*
BL -> FC -> OI	0.299	6.663	0.000	0.222	0.394	Supported
ML -> FC -> OI	0.106	2.904	0.004	0.045	0.192	Supported
AL -> FC -> OI	0.008	0.495	0.629	−0.020	0.045	Not Supported

Note: BL = Benevolent Leadership; AL = Authoritarian Leadership; ML = Moral Leadership; FC = Forgiveness Climate; OI = Organizational Identification; LLCI: Lower level confidence interval; ULCI: Upper level confidence interval.

In the study, mediating hypotheses were examined in line with the ones proposed by Zhou et al. (2010). Research findings revealed that benevolent leadership had a direct and indirect effect on organizational identification, which indicates the presence of *complementary mediation*. Moreover, insignificant direct effect of moral leadership on organizational identification ($\beta = 0.075$; $p = .168$) became significant ($\beta = 0.106$; $p = .004$) with the inclusion of mediating variable into the model. In this case, it is possible to mention about the presence of *indirect-only mediation*. Finally, in the study, neither direct ($\beta = 0.038$; $p = .116$) nor indirect ($\beta = 0.008$; $p = .629$) effect of authoritative leadership on organizational identification was identified. Based on Zhou et al. (2010)'s consideration, *no-effect non-mediation* is present in this case.

Discussion

Summary of Findings

It is seen that the research findings partially support the hypotheses developed in the study. According to the findings, the authoritarian dimension of the paternalistic leadership does not have a significant effect on forgiveness climate (H_1). In contrast, its benevolent and moral dimensions affect forgiveness climate positively and significantly. Accordingly, the leader's moral behaviors facilitate forgiveness climate, which is based on no accusing and holding no grudge and learning from the mistakes, becoming a collective organizational attribute. In addition, the benevolent leader's behaviors (e.g., understanding and forgiving) pave the way for forgiveness climate becoming widespread within the organization by means of behavioral imitation (H_2, H_3).

While the authoritarian dimension of the paternalistic leadership does not have a significant effect on organizational identification (H_4), its benevolent and moral dimensions affect organizational identification positively and significantly. In light of these findings, it can be concluded that benevolent leadership which is focused on taking care of individuals' both personal and family problems and exhibiting the virtue of forgiveness enables employees identifying themselves with the organization more. Besides, moral leadership which is focused on not exploiting the authority for personal gains and acting as an example in personal and work behaviors increases organizational identification (H_5, H_6).

Forgiveness climate has a positive and significant effect on organizational identification. When employees observe a climate in which forgiving instead of holding a grudge and understanding instead of accusing in the face of problems are praised, they identify themselves with their organizations more (H_7). In terms of the mediating role of the forgiveness climate, it can be stated that forgiveness climate mediates the effect of benevolent leadership on

organizational identification. The benevolent leader behaviors which are in favor of employees (individual care, understanding, forgiving) contribute to the forgiveness climate and thus, organizational identification increases (H_8). Forgiveness climate mediates the effect of moral leadership on organizational identification. Moral leadership contributes to the identification of employees with their organization more by creating convenient conditions for forgiveness climate (H_9). On the other hand, the mediator role of the authoritarian leadership is insignificant. This may be related to the dark sides of authoritarian leadership (e.g., pressure, punishment).

We frame our research results in Turkish cultural framework, which is collectivist and characterized by high power distance (Hofstede, 1984). Paternalism which is common in Turkish culture is a cultural system, which reflects the hierarchical power distance and collectivist values inside (Öner, 2012). It is acknowledged as an effective leadership style in several other eastern cultures, as well (Pellegrini & Scandura, 2008). In Turkey, traditional business context is relatively collectivist and is characterized by high power distance (Aycan et al., 2000). In this context, paternalistic leadership, which shows parallelism with cultural values, is accepted as a common management style (Berkman & Özen, 2008). Since Turkey is a part of the Asian culture and represents high power distance and collectivist values (Hofstede, 1980), it is considered that paternalistic leadership is one of the sources of the positive organizational outcomes (Öge et al., 2018). Particularly, the dimensions of paternalistic leadership, such as morality and benevolence, contribute to the positive results (Gumusluoglu et al., 2020). The research findings indicate that moral and benevolent dimensions of paternalistic leadership lead to positive consequences such as forgiveness culture and organizational identification. Managers who adopt these types of leadership characteristics may encourage and protect their employees. In addition, they may act like a father or a mother to them, and feel concerned about their individual and family problems (Karakitapoğlu-Aygün et al., 2019). A paternalist leader is perceived kind and thoughtful. These leaders treat their employees like a father (Aycan et al., 2000). In this context, they are more helpful and merciful toward their subordinates. The results of this study indicate that leaders behave as a role model toward their employees, and they facilitate the expansion of the forgiveness climate in the organization. On the other hand, the individuals who take part in the collectivist culture may give more importance to the group objectives and it is crucial for them to belong or to be identified with one of the groups or organizations (Cooper & Thatcher, 2010). The results also point out that the paternalistic leadership (benevolence or moral dimensions), which is accepted as convenient leadership style for the collectivist culture, is also considered as an important tool which leads to the increase of organizational identification in the Turkish context.

Theoretical Implications

This study contributes to the literature in several aspects. First, forgiveness climate is a new field of research in the management literature. Therefore, the number of studies on forgiveness climate is quite scarce (Cox, 2011; P. Guchait et al., 2016b). Moreover, there is not sufficient empirical evidence on the antecedents and consequences of forgiveness climate. In the current study, paternalistic leadership is taken as the antecedent of the forgiveness climate whereas organizational identification is taken as the consequence of forgiveness climate. Moreover, this study tests the mediator role of the forgiveness climate. The research findings put forward that the authoritarian dimension of paternalistic leadership is not the antecedent of forgiveness climate, while benevolent and moral dimensions are the antecedents of forgiveness climate. Furthermore, it has been identified that organizational identification is a consequence of forgiveness climate. The findings obtained expand the theoretical knowledge on forgiveness climate.

Second, Van Dick and Kerschreiter (2016), the prominent researchers in organizational psychology, point out the theoretical gap between paternalistic leadership and organizational identification and argue the need for further research on the relationship between these two structures. In this respect, the current study contributes to the literature by revealing the fact that benevolent leadership and moral leadership increase organizational identification.

Third, forgiveness climate mediates other relationship mechanisms apart from the one between authoritarian leadership and organizational identification. Forgiveness climate is a key junction point between leadership dimensions (benevolent leadership and moral leadership) and organizational identification. This finding contributes to the literature by revealing what kind of role forgiveness climate plays between its antecedent and the consequence. Fourth, hotel employees become the agents of different types of mistakes almost every day (e.g., service mistakes). Researchers argue that it is important to learn from mistakes not through punishment but through forgiveness (Cox, 2008; P. Guchait et al., 2016a). Forgiveness climate is a crucial tool to prevent the devastating consequences of mistakes (Cox, 2011). In this respect, the current study expands the theoretical knowledge on forgiveness climate in the context of the hotel industry.

Practical Implications

This study provides important implications for the managers in hotel companies. Findings in the current study put forward that authoritarian leadership does not impact on forgiveness climate whereas benevolent leadership and moral leadership have a positive impact on forgiveness climate. For this reason, leaders in hotel industry should refrain from authoritarian behaviors.

They should be flexible enough to have their employees respond to customers' needs in a creative way. Autocratic leadership does not fit to the requirements of service environments due to its oppressive and punitive characteristics (Clark et al., 2009). In terms of benevolent leadership, if leaders wish for creating forgiveness climate, they need to exhibit such behaviors that are in favor of employees such as understanding, forgiving and taking care of employees and their families (Ötken & Cenkci, 2012). In terms of moral leadership, if managers wish for creating forgiveness climate, they need to have remarkable personal virtues and ethical values, also should avoid selfish behaviors and exploiting the authority they have (Niu et al., 2009).

The findings of the study ascertain that forgiveness climate increases organizational identification. Therefore, leaders may facilitate employees identifying themselves more with the organization by establishing a forgiveness climate. With this aim, human resources practices such as comprehensive training and feedback can be utilized (Mellahi & Frynas, 2003). For example, comprehensive training is a useful tool to spread forgiveness values within the organization. To create forgiveness climate, individuals should be able to express their opinions with no fear, share their ideas and ask questions about mistakes. Thus, the practice of employee voice could be useful in the context of forgiveness (Gao et al., 2011).

One of the ways to create forgiveness climate in organizations is to ensure psychological safety (Rahmati & Poormirzaei, 2018). Psychological safety refers to employee's perception about the fact that s/he will not face any negativity in terms of the consequences of his/her actions (Nembhard & Edmondson, 2006). Forgiving always contains some risks. The one being forgiven may repeat his/her mistake. So, employees need to be certain about the consequences of the risks that are borne in the working environment (Edmondson, 2003). In addition, employees' reporting their mistakes and the forgiving of these mistakes depend on psychological safety (P. Guchait et al., 2016b). In other words, so as to ensure that employees report their mistakes and in turn these mistakes are forgiven, both the ones who have made the mistake and the others who are going to forgive should feel safe (Stone, 2002). Moreover, forgiveness climate depends on the close communication between individuals. Forgiving is way of fixing relationships and this is only possible with open communication. Thus, there should be a high quality communication in the organization and both managers and employees should be open for it (Merolla & Zhang, 2011).

It has been revealed in the current study that forgiveness climate mediates the relationship between paternalistic leadership dimensions (moral and benevolent) and organizational identification. This finding emphasizes that leaders have significant roles in creating forgiveness climate and organizational identification and it would not be wrong to say that this study contributes to leaders by enabling them to better understand the role of forgiveness in

organizational environment. As a matter of fact, moral and benevolent leaderships increase organizational identification through forgiveness climate.

Limitations and Suggestions for Future Research

This study has several limitations. The first limitation is to use self-reports of the employees so as to evaluate their perceptions. We advise longitudinal data collection for future research. Second, in this study, paternalistic leadership which is a leadership style specific to eastern societies (Mansur et al., 2017) and the effect of this leadership style on identification and forgiveness climate were investigated. In this sense, paternalistic leadership is as a mode of leadership specific to culture (emic) yet, it is a mode of leadership that can be seen in collectivist societies and the ones in which hierarchy is dominant (Bedi, 2020). The sample of this study as it was conducted in Turkey limits the generalizability to other cultures (Pellegrini & Scandura, 2008). Cross-cultural data could yield fruitful findings in the context of paternalistic leadership. Comparative studies to be conducted in the context of different societies, especially in eastern cultures, will further support the findings in the current study.

Attributes of paternalistic leadership are suitable for eastern cultures rather than western cultures. It cannot be purported that the attributes in question apply to individualist communities where hierarchy is low. Therefore, the result concluded in the current study cannot be generalized in the context of western communities.

Conclusion

This study aims at putting forward the antecedent and the consequence of forgiveness climate and investigating the role of forgiveness climate in the relationship between the antecedent and consequence in question. Accordingly, paternalistic leadership is taken as an antecedent of forgiveness climate whereas organizational identification is taken as its consequence. In addition, the mediator role of forgiveness climate between the dimensions of paternalistic leadership and organizational identification is investigated. Data are collected from 366 employees who work in various departments of hotel companies in Turkey. To test the hypotheses, Smart PLS software is used. Findings confirm that benevolent and moral leaderships are the antecedents of forgiveness climate while organizational identification is the consequence of it. Besides, it is also found out that forgiveness climate mediates the relationship between the dimensions of paternalistic leadership (moral and benevolent) and organizational identification. From theoretical perspective, forgiveness climate is a new topic and there is not enough empirical evidence on its antecedents and consequences. Therefore, this study expands the theoretical

knowledge on forgiveness climate. From practical point of view, it can be concluded that managers wishing for creating forgiveness climate should engage in benevolent and moral leadership behaviors. Besides, they need forgiveness climate in order to be able to increase employees' identification with the organization.

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