

Organizational Xenophobia: Effects of Leadership with Moderation of Satisfaction with Life: A field study in the Sample of Dense Migrated Province*

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Abstract

While workplace leadership is widely discussed in the management literature, less is known about the outcomes and influence process of leaders, under which xenophobic behaviours are generating. In other words, even if xenophobia is likely to be generated from economic losses and social factors according to literature, leadership can deliberately produce a “hostile environment” for migrant employees. This paper scrutinizes the effect of paternalistic leadership and its dimensions on xenophobia in the context of business organizations. Besides, the life satisfaction factor has been functionalized as a moderator in this process. Cross-sectional survey data (n=395) were obtained from employees and analysed with a variance-based structural equation modelling (VB-SEM) and multivariate regression technique. Research findings prevail that paternalistic leadership significantly decreases personal or individual fears, on the other hand; it increases political and cultural fears against “others” in organizations. To avoid xenophobia, a special effort should be made to ensure that the relevant styles and broader organizational context are accurately assessed when reducing fear against others.

Keywords: Xenophobia, Xenophobic Behaviours in Organizations, Paternalistic Leadership, Satisfaction with Life

JEL Codes: M10, M12, D23, L20, J28

Introduction

Global covid-19 pandemic outbreaks increased feelings of xenophobia (XP) against people of East Asian origin (Rzymiski & Nowicki, 2020; White, 2020). Even so, to date, much of the research and literature related to XP topic has

* Submitted: 28.11.2020, accepted: 08.02.2021, 1 revision.

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focused on ethnic, racial (Jones, 2014), or country origin cultural issues (Getmansky et al., 2018). However, in business life, organizational members, as a result of the rules, norms, and specific beliefs inherent within the groups they belong to, constitute a subculture or groups (Shoenleben & James, 2020). These social categories they use to sort people (Duckworth et al., 2020) may be formed and directed by leadership (Eberhardt, 2019). Similarly, right after the Syrian civil war (began in 2011), experiencing the influx of refugees and migrants in Turkey has led to similar feelings against Syrian immigrants in Turkish business society. This is entirely in keeping in mind that ethnic mobilizations are not an outcome of business context (Mapitsa, 2018), but rather the means through which leaders use identity to achieve a biased outcome.

Sometimes, xenophobic organizational members may show negative reprimand attitudes for "others," but leaders in organizations can find considerable business interests in letting others in rather than turning them away (Hirota, 2020). In some other cases, leaders are factors to increase XP, by preserving hierarchical social systems in organizations (Chen, 2020; De Gersem, 2020; Mawritz, Greenbaum, Butts, & Graham, 2017; Spector, 2020). Put it differently, leaders can transmit ideologies by legitimizing xenophobic ideology by defining perceived in or out-group members (Romm, 2013). In this context, defining and managing the "other" in organizations is an important challenge and needs to be understood in-depth, depending on the day's current refugee movements and leadership style.

While leadership is widely discussed in the management literature, the effects of PL on XP have been lately attracting attention (Gedro et al., 2020; Jolly & DiGiusto, 2014; Masikane et al., 2020; Zaman, 2020; Zeglen & Ewen, 2020). Organizational structure and management practices in Turkey have paternalistic characteristics (Erol & Şentürk, 2018; Gerçek, 2018). Paternalistic leaders can involve fabricating categories of followers who can be spared different treatment that undermine the homogenization of organizational groups, and the creation of inter-communal links. These kinds of links are fundamental to xenophobic discourses (Onoma, 2020). Paternalistic leadership (PL) is such a relational leadership approach with followers who are socially accepted and not resented by subordinates in Turkey (Chou et al., 2015; De Gersem, 2020). Thus, this paper focuses on the effects of PL style on the outcomes of the follower's xenophobic behaviours.

Well-being is a subjective national issue (Lynn & Steel, 2006) that includes satisfaction with life (SWL) (Hart, 2021). Thus, meaning and interpretation of SWL, like PL, have measurement invariance between cultures (Emerson et al., 2017). The shared underlying construct of PL dimensions can be slightly different across different cultural contexts (Wu & Xu, 2012). So, even independent from research questions, studying PL has potential within different cultures

like Turkey. This leads us to an interesting research question: are dimensions of PL, benevolence, and moral leadership, affecting different subgroups in organizations differently? In other words, are benevolence, and moral dimensions affecting inner group members positively in some work-related factors while increasing xenophobic attitudes or behaviours? When authoritarian leadership is combined with benevolence and morality, how do the different combinations impact the xenophobic behaviours of organizational members differently?

In the study design, it is predicted that increasing SWL in the Turkish Business Culture context will reduce the uncooperative effects of PL as a moderator variable and prevent XP.

Literature and hypotheses development

Paternalistic Leadership (PL)

PL is based on traditional Chinese family structure and values (Cheng et al., 2014). This leadership style has three main dimensions, namely, morality, benevolence, and authoritarianism (Cheng et al., 2014; Nazir et al., 2020). Authoritarianism is about control, authority, and requires loyalty from subordinates (Aycan, 2006, 2015; Coons & Weber, 2013). Benevolence refers to concern about subordinates' well-being in their work as well as non-work related matters (Mussolino & Calabrò, 2014). The dimension of morality portrays a strong moral character, working unselfishly towards the prosperity of subordinates and a desire to fulfil promises as a leader (Nazir et al., 2020).

What are the attitudinal and behavioural consequences of PL and its dimensions on followers? PL style has been developed in a collectivistic and hierarchical cultural context (Cheng et al., 2014). Like a father, the leader provides guidance, protection, and care to his followers, and in return expects loyalty and respect (Aycan, 2006). The PL has a significant influence on the attitudes and behaviour of his followers in different organizational environments (Aycan, 2015; De Gersem, 2020). The authoritarian leader has absolute authority and control over his subordinates and demands unquestioned obedience from subordinates. The benevolent leader is concerned about the personal or family well-being of his subordinates. The moral leader evokes a sense of respect and identification in his subordinates with his superior personal virtues and qualities (J.-L. Farh & Cheng, 2000).

Xenophobia (XP)

The racist roots of the link between nationality and land are particularly important in understanding XP (Klotz, 2016). In general, newcomers to the country are seen as the primary source of current social illnesses and a possible source of possible future harm. They encounter XP because of its properties that

are wrongly considered harmful. XP towards newcomers can also vary and consistently focus on race, religion, cultural practices, place of origin, language skills, and other factors (Galloway, 2019). Also, governments' immigration and citizenship reform packages and the social-economic support provided can fuel the fears of those who feel threatened by the newcomers.

XP is a social and managerial phenomenon that causes the marginalization of minority groups in cultural and national settings (Crush & Ramachandran, 2010). This means that the current context affects XP to some extent. Nevertheless, struggle for managing goods or a coping strategy for not being socially excluded in times of economic crises, and a function of social identity or a function of particular values shared by individuals in organizations does not offer any clear explanation of how these values and identities are shaped, what changes them, and why such changes occur (Iakimova, 2018).

PL dimensions and their role in shaping XP.

Different dimensional factors of PL like the autocratic style or loyalty expectations may cause discrimination and deviant behaviour (De Gersem, 2020; Qi et al., 2020), or family atmosphere at work may result in nepotism. At the intrapsychic level numerous personological and social-psychological perspectives relevant to leadership, including XP (Immelman, 2003) as a form of displaced aggression.

Leaders shape their style within the cultural context that they are in, rather than their wishes, and their interactions with their followers occur in this cultural context (J. Farh et al., 2006). So, it is not sufficient just to characterize member relationships as those in which members assume responsibility for the organization's welfare. It is also important, for members to assume the perceived experience of such responsibility (Clark & Grote, 2003; Clark & Lemay, 2010).

Table 1 shows how PL behaviour is and perceptions of prejudices can be explained through different social concepts. Neither theory can explain xenophobic behaviours or attitudes to "others" thoroughly or there is no common base for all concepts. However, it can be seen that each dimension of PL may seem to have cause xenophobic causes from the theory's perspective of social XP.

Each of the three dimensions of PL indicates a significant positive or negative aspect of PL. While none of the previous studies examined both negative and positive aspects of a factor, and no earlier literature studied the combined effect of PL dimensions. Some authors studied the procedures which creating a family atmosphere at work may encourage so-called perceived family members to view others as not group members and circumvent the effects of social categorization (Vescio et al., 2003). So, even if employee XP might be more sensitive to negative leader behaviours, which is suggested by social learning theory (Qi

et al., 2020), the so-called positive behaviours may also increase xenophobic behaviours.

From these discussions above our first hypothesis is:

H1: There is a positive relationship between the benevolent dimension of PL and XP. Namely, behaving some of the organizational members' as family members increase XP to so-called outer family members.

Although Jolley et.al. (2020) demonstrated that exposure to intergroup theories can fuel prejudice and XP; this effect appears to be smaller than the cognitive dimensions of prejudice.

H2: There is a positive relationship between the moral dimension of PL and XP. Namely, increasing individualized relationships and involvement in employees' non-work lives dimensions of PL increases xenophobic behaviours.

While the negative aspects of authoritarian leadership appear to outweigh the positive, it is not difficult to imagine contexts where authoritarian leadership would be the preferred style of leadership (Northouse, 2019). For example, Lau and friends (2020) found that when both benevolent and moral leadership are high, high authoritarianism works better than low authoritarianism. Nevertheless, negative reactions notwithstanding, the core connotation attached to 'paternalism' remains pejorative (Jackson, 2016). In the most recent literature, this underlying assumption is often not explicitly mentioned, but it is still there. The only difference between the recent literature and the older literature is the growing cross-cultural impacts, which adds vagueness to the statements because one is no longer supposed to openly disapprove of other cultures (De Gersem, 2020). From this point of views, the authoritarian dimension may not ensure positive outcomes (Chen, Zhou, & Klyver, 2019), but negatively affects collective efficiency, resulting XP.

H3: There is a positive relationship between the authoritarian leadership dimension of PL and XP. Namely, loyalty expectations of the leaders and status hierarchy and authority behaviours dimensions of PL increase XP in organizations.

Table 1: Relations of PL Dimensions to XP Theories

Interpretation of PL dimensions' within Xenophobia Concepts									
Three Dimen. the version of PL.	Five dimension ver- sion of PL	Social Identity Theo- ry	Group Conflict Theory	Threat Theory	Epidemic Psychology Ap- proach	Anxiety/ Uncertainty Management Theory (Gudykunst, 1995)	The Theory of Val- ue Change (Iakimova, 2018)	Social Dominance Theory (Dhont et al., 2016; Sidanius et al., 2004)	
Benevolent	The family atmo- sphere at work	Cultural reactions and family atmo- sphere Define perspective	Inter-group cultur- al reactions	Reactions to outer group culture	Collective and national cul- tural reactions rather than individual	Cognitive closure	"Others" are a threat to members perceived as a family by leader association	Leaders reallocate desired outcomes to members of dominant and privileged groups.	
	Individualized rela- tionships	Leadership defined values can lead to XP	Depend on inner group reactions	Economic threats	Misinformation leads to in- dividual reactions	Anxiety and uncertain- ty formed by leaders define the relationship with members of an- other group (MacIntyre, 2019).	Insecurity causes more close leader- ship relations	Leaders can incline individ- ual orientation toward en- dorsing unequal relations be- tween groups (Romm, 2013).	
	Involvement in em- ployees' non-work lives	Leaders cultivate and tap into a so- cial identity with in- volvement in the non-work life of fol- lowers (Haslam et al., 2011).	No relation	Relative to the gen- eral religion of the nation	Causes nationwide Stigmatization or racism against a particular group	No relation	Same values with the leader	No direct relation	
Authoritari- an	Loyalty expectation	In-group favoritism and in-group pride (Perez, 2015)	Loyalty impacts perceived inner group identity.	Symbolic reaction if perceived as against values.	No relation	If loyalty expectations are negative expecta- tions that will increase anxiety thus XP (Nishi- da, 2008).	No relations	Social ideologies, being loy- al, help to coordinate the ac- tions of group members.	
	Status hierarchy and authority	Degree of attach- ment to the leader (Garcia-Rios et al., 2019) and group	Limits or increases the intolerance	Simply selective perception.	If knowledge is perceived as economic or has econo- mic value.	Inequality and unfair discrimination are oth- erwise too complex to understand if not regu- lated by status hierar- chy.	No relation	Leaders enforcing and pre- serving inequality between groups in society (Sidanius & Pratto, 1999).	

Satisfaction with Life (SWL)

SWL is a component of a broader concept, subjective well-being, which has been studied in the field of positive psychology (López-Ortega et al., 2016). SWL depends on cognitive judgments about one's life, and the quality of the individual's own experiences. The importance of SWL is related to the fact that it is an organizational context that fabricates employees' cognitive and emotional evaluations and leaders' performance and outcomes (Diener et al., 2009; Grant & Schwartz, 2011).

Within the organizational context, the most prominent factor for employee well-being is related to leadership (Kleine et al., 2019; Zeng et al., 2020) and this relationship is context bounded (Lynn & Steel, 2006). In other words, the subject of employee well-being to leadership has differences among nations. Because the affective well-being of employees is associated with the style and behaviours of leaders (Skakon et al., 2010). In different nations, different leadership styles will have different impacts on wellbeing (Day, 2014). As the paternalistic leader is one of the significant leadership styles in Turkey (Pellegrini et al., 2010; Pellegrini & Scandura, 2006), this kind of leadership style should be expected most significant effect on employee well-being.

From an organizational perspective, Johnson and Fredrickson (2005) found that SWL reduces negative attitudes toward other organizational members. However, when employees place most emphasis on happiness or satisfaction they may have less frequent positive emotions (Lambert & Pasha-Zaidi, 2019) in other words they may have negative emotions to others. More clearly, SWL virtues can be cultivated (Miller, 2008) negatively that include selfless but to father figure leaders or perceived family members. In that sense, we can say that there should be a correlation between paternalistic leader behaviours and SWL. The relationship should be moderating because SWL and leadership encompass a relationship between employees and the total working environment (Kanwal et al., 2019; Lewis, 2016; Singh & Junnarkar, 2016). So, SWL affects all aspects of organizations that we cannot separately study the impacts.

H4: SWL moderates PL impact on XP. Namely, SWL reduces the negative effects of PL on organizational XP.

Methodology

Sample

Because of irregularities in Turkey where a large number of Syrian citizens have job opportunities, especially migrant employee numbers have been increasing in the Gaziantep regional industry. Gaziantep due to its strong industrial infrastructure and the middle eastern border of Turkey as well as the Middle East (Syria, Iraq, Iran) is the largest shareholder in the trade. Due to legal gaps,

Syrian workers are employed, especially in under-the-counter businesses for fewer wages. Since the results of the previous study (Okun et al., 2020) on the XP shaping of PL helped us to understand the interaction of both variables in the regional plastic shoe industry, the study sample was expanded and the whole shoe industry in the country level was included in the study. Study data were collected from men's, women's, and children's shoe workshops where Syrian workers are heavily employed. According to Gaziantep Chamber of Commerce (GTO, 2020) data, 875 manufacturing companies are in the sector. In our study, pre-structured questionnaires were implemented between 07 May – 14 November 2019 to 922 personnel working in 97 workshops where Syrian workers are heavily employed, and 395 data were found suitable for analysis. During the implementation of the surveys, maximum attention has been paid to the confidentiality of information so that employees do not come into conflict. According to Cohen et al. (2000), for a 95 % confidence level, the sample-population ratio has been realized, and the sample will be able to predict the population.

More than 90 % of the population is male (355 male and 40 female, a total of 395) and they are all undergraduate level.

Measurements

The SWL Scale was developed by Ed Diener and his colleagues (Diener et al., 1985) and assesses an individual's judgment of satisfaction with one's life. Items include: "I am satisfied with my life", "If I could live my life over, I would change almost nothing". Respondents answer on a 7-point scale with endpoints of 1 = "strongly disagree" to 7 = "strongly agree".

The PL scale which is validated in Turkish by Aycan (2006) is used for the survey. It consists of 21 questions and five factors of PL. The first dimension is "Family atmosphere at work" consisting of four questions, including "Leader attaches importance to creating a family atmosphere in the workplace." The second dimension is "Individualized relationships" consisting of four questions, including "leader attaches importance to knowing its employees closely (e.g., personal problems, family life, etc.)." The third dimension is "Involvement in employees' non-work lives" consisting of four questions, including "leader is ready to mediate in the problems of one of the employees in private life." The fourth dimension is "Loyalty expectation" which consists of three questions, including "leader puts more emphasis on employee loyalty than performance." And the last dimension is "Status hierarchy and authority" consisting of four questions, including "leaders want every matter related to working to be under their control and approval."

The hierarchical cross-national scale of fear-based XP scale which was developed by Veer et.al. (2011) is used in this research. All items were listed in the same random order in each survey and are rated on a 5-point scale with

anchors 1: Strongly disagree and 5: Strongly agree. The scale consists of 14 questions and implies a hierarchical order of items, ranging from “easy” items to “difficult” items. It has five dimensions: Personal fear e.g., “Interacting with immigrants makes me uneasy”, fear of Cultural change e.g., “With increased immigration, I fear that our way of life will change for the worse”, fear of cultural change or losing identity e.g., “I am afraid that our own culture will be lost with the increase in immigration”, fear of disloyalty e.g., “Immigration in this country is out of control”, and Political fear e.g., “I doubt that immigrants will put the interest of this country first”.

Results and Discussion

The reliability of the PL (Cronbach’s alpha) is .948. After explanatory and confirmatory factor analysis of the survey data, it was found that PL five factors can be grouped under three dimensions which are -benevolent, authoritarian, and morality-authoritarian (Jia et al., 2020; Karakitapoğlu-Aygün et al., 2020) with questions reduction (questions 3 and 4, Table 2). The first dimension is PL1 (Benevolent) that consists of “Family atmosphere at work,” “Individualized relationships,” and “Involvement in employees’ non-work lives” dimensions. PL2 (Authoritarian) dimension includes “Status hierarchy and authority,” and PL3 (Authoritarian-Morality) dimension includes “Loyalty expectation.”

After, confirmatory analysis of XP we have removed three questions. Cronbach’s Alpha, reliability, of the XP is .881. Total of 11 questions divided into three dimensions. The first dimension XP1 (cultural change and identity) has five questions and mostly consists of “Cultural change and identity” questions, the second dimension XP2 (politic fear) has four questions, and the third dimension XP3 (personal fear) has two questions.

After testing underlying factors with both explanatory (Table 2) and confirmatory factor analyses (Figure 1), we estimated correlations between factors. The correlation table (Table 3) shows us relations without causes between each factor. As it can be seen from Table 3, all dimensions of PL are correlated with all dimensions of XP, only the PL3 dimension is not correlated with the personal fear (XP3) dimension.

Table 2: Factor analyses (Pattern Matrixa) of PL

	Factors		
	1	2	3
q01	.788		
q02	.826		
q03			
q04			
q05	.603		
q06	.747		
q07	.692		
q08			.512
q09		.531	
q10			.538
q11	.440		
q12	.457		
q13			.512
q14			.479
q15			.535
q16			.645
q17		.566	
q18		.576	
	Factors		
	1	2	3
q19		.755	
q20		.629	
q21	.621	.587	
Extraction Method: Principal Axis Factoring.			
Rotation Method: Oblimin with Kaiser Normalization. ^a			
a. Rotation converged in 10 iterations.			

Correlation analyses showed that PL1-benevolent leadership behaviours- decreases (-.436) XP3 -personal fear from strangers-, however this PL dimension increases XP1- Cultural change and identity- (.486) and XP2 -politic fear- (.567) dimensions. PL2- Authoritarian- leadership behaviour increases XP1- Cultural change and identity- dimension (.412) and XP2 – Political fear- dimension (.582). The third dimension of PL, Moral-authoritarian behaviour, increases both XP1 and XP2 dimensions (.466,.542) but has no significant effect on the XP3 dimension.

Table 3: Correlation Results of the Study Variables (N=395, Pearson correlation, 2-tailed)

	PL1_	PL2_	PL3_	XP1_	XP2_	XP3_
Benevolent Paternalistic Style PL1	1					
Authoritarian Paternalistic Style PL2	.744**	1				
Authoritarian- Morality style PL3	.733**	.663**	1			
XP1_M (cultural change and identity)	.486**	.412**	.466**	1		
XP2_M (Politic fear)	.567**	.582**	.542**	.713**	1	
XP3_M (Personal Fear)	-.436**	-.449**	-.083	.411**	.468**	1

** Correlation is significant at the 0.01 level (2-tailed).

To analyse the moderator effect of SWL (Cronbach’s alpha of SWL is.849), we used structural equation modelling (SEM, Figure 1).

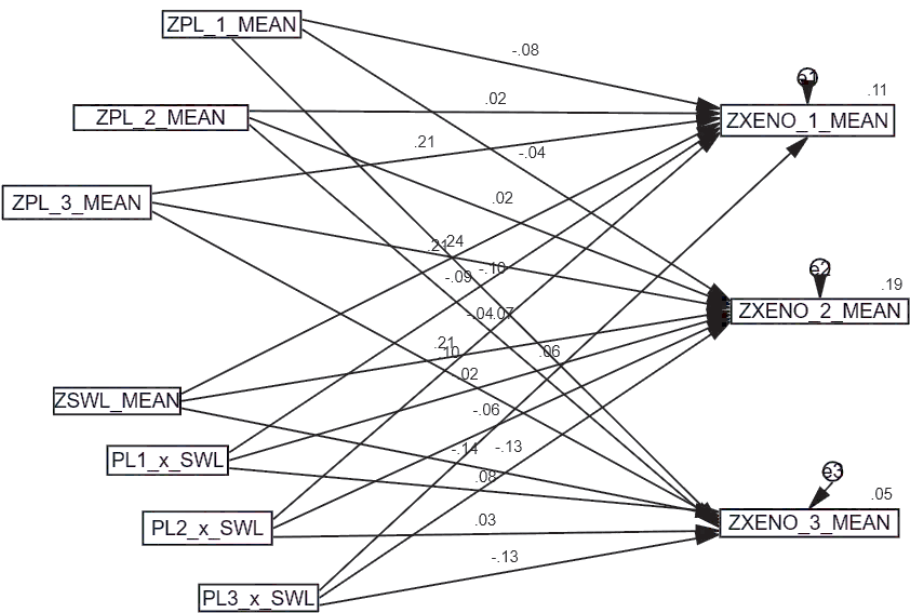


Figure 1. Standardized Model of the Research Model with Moderator

According to regressions which are resulted from analyses of Figure 1 are in Table 4. According to these results, as a model, in other words, PL as a whole not as effective as its dimensions. PL1- benevolent- dimension is effective only on XP3-personal fear- dimension.

Table 4: Path analysis with Regression Weights

Relationships			Path Value		Conclusion
			Standardized β		
Hyp.	Independent Variable	Dependent Variable	Model 1	Model 2	Supported/Unsupported
	PL Dimension	XP Dimension			
H1	Benevolent Style	XP			Partially supported
	Benevolent Style	Cultural change and identity	-.076		Unsupported
	Benevolent Style	Politic fear	-.040		Unsupported
	Benevolent Style	Personal fear	-.098*		Unsupported
H2, H3	Authoritarian-morality Style	XP			Supported
	Authoritarian-morality Style	Cultural change and identity	.098**		Supported
	Authoritarian-morality Style	Politic fear	.345**		Supported
	Authoritarian-morality Style	Personal fear	.311**		Supported
H4	SWL	Moderating effect between PL dimensions and XP			Partially supported
	SWL	Between Benevolent style and Cultural change and identity		-.095	Unsupported
		Between Benevolent style and Politic fear		-.020	Unsupported
		Between Benevolent style and Personal fear		.076	Unsupported
	SWL	Between Authoritarian-morality Style and Cultural change and identity		.064	Unsupported
		Between Authoritarian-morality Style and Politic fear		-.129*	Supported
		Between Authoritarian-morality Style and Personal fear		-.134*	Supported
$\chi^2 = 293,050$ df = 6, $\chi^2/df = 48,482$, CFI = 0.714, NFI = 0.744, AGFI = 0.734, RMSEA = 0.031 they are suitable.					
Path coefficients are standardized. ** $p < 0.005$, * $p < 0.01$					

To show the robustness of the Structural equation analysis, we conducted the multivariate analysis. Multivariate test results show the effect of significant PL dimensions and SWL dimension on the total XP variable (dependent variable).

Table 5: Multivariate Tests Results of the Study Variables

Effect		Value	F	Hypothesis df	Error df	Sig.
The intercept of all variable in the model	Pillai's Trace	.616	71.528 ^b	3.000	134.000	.000
	Wilks' Lambda	.384	71.528 ^b	3.000	134.000	.000
	Hotelling's Trace	1.601	71.528 ^b	3.000	134.000	.000
SWL	Pillai's Trace	.065	3.106 ^b	3.000	134.000	.029
	Wilks' Lambda	.935	3.106 ^b	3.000	134.000	.029
	Hotelling's Trace	.070	3.106 ^b	3.000	134.000	.029
PL1 (Benevolent PL style)	Pillai's Trace	.501	1.137	72.000	408.000	.224
	Wilks' Lambda	.574	1.140	72.000	401.319	.220
	Hotelling's Trace	.620	1.142	72.000	398.000	.216
	Roy's Largest Root	.317	1.797 ^c	24.000	136.000	.019
PL3 (Authoritarian-morality PL style)	Pillai's Trace	.726	2.716	48.000	408.000	.000
	Wilks' Lambda	.431	2.724	48.000	399.343	.000
	Hotelling's Trace	.987	2.727	48.000	398.000	.000
PL1 * PL2 * PL3 intercept	Pillai's Trace	.396	1.479	42.000	408.000	.032
	Wilks' Lambda	.641	1.532	42.000	398.274	.021
	Hotelling's Trace	.502	1.586	42.000	398.000	.014
a. Design: Intercept + SWL + PL1 + PL2 + PL3 + PL1 * PL2 + PL1 * PL3 + PL2 * PL3 + PL1 * PL2* PL3						
b. Exact statistic, c. The statistic is an upper bound on F that yields a lower bound on the significance level.						

According to the multivariate test's results of the study variables (Table 5), the effect of PL is significant on the XP in organizations. The effect of the interac-

tion of PL factors on the combination of the dependent variable XP is significant (.641 and p-value is .021), but the effect of PL1 is not significant (p-value .220). However, the intercept of PL1*PL2*PL3 (Total PL) effects are significant on XP. More clearly, PL affects xenophobic behaviour however its dimensions have different effects. These results are supporting former correlation and structural equation analyses.

Discussion

This research depends on the three bases of new prejudice in business organizations. First, distinct from biological differences, cultural negative sentiments that are triggered by leaders, are getting important in business life. Second, fears and hostilities from others are framed not as emotive opinions, but as evidence of economics. Third, avoiding allegations of XP directly because of law and organizational norms, but holding on to identity protection or rhetorical strategies function to rationalize politic-related fears (Peterie & Neil, 2020). Landmann et al. (2019) found that intergroup contact which can be affected by paternalistic leader behaviours like defining inner family is positively related to the intergroup threat. And all these fears are related to negative emotions and attitudes of organizational members that can be contradicted by SWL.

First of all, multivariate tests' results (Table 5) of the study show that PL is positively related to XP (sig.=.021). In our study, PL is represented by three dimensions: benevolent, authoritarian (authority for the sake of the leaders or management), and authoritarian – morality (authority for the sake of the followers).

According to our model H1 is rejected. The structural equation analysis of the model shows that the benevolent dimension only decreases personal fear and has no statistically significant effect on the other dimensions of XP. Namely, behaving some of the organizational members' as family members decrease XP behaviours to so-called outer family members. Within our research model, benevolent behaviour in a complete PL has only affected the personal fears of the followers negatively, in other words treating organizational employees as family members are reducing XP even if the behaviour can be focused on some subgroups. According to Table 1, only The Theory of Value Change can explain this by the assumption that "others" are being seen as a threat to the perceived members of the family by leader association. More clearly, xenophobic behaviours are not rigid and enshrined in members' personalities. Rather, they are produced or inhibited by contextual circumstances because, according to the theory of value change (Table 1), social norm pressures negative reactions (Kulich & Chipeaux, 2019).

Morality-authoritarian PL dimension is increasing XP in organizations, according to structural modelling and multivariate test results, Table 5 (.431, sig.

000). However, it increases XP2 (political fear) most (.345), then XP1 (cultural change and identify fear), then XP3 (personal fear) (.098). So, H2 is accepted that there is a positive relationship between the moral dimensions of PL and XP. Namely, when leaders increase the individualized relationships and involvement in employees' non-work lives dimensions of PL increases xenophobic behaviours. This result depends on the perspective (Valsiner, 2020) that there is a rooted fundamental dichotomy between facts and values between groups. Interestingly, even if personal relations are important in the morality dimension of PL, impacts of XP are much higher in politics and cultural fears employees. Because in eastern organizations personal relations with leaders are considered political or cultural rather than individual.

H3, there is a positive relation between authoritarian leadership and XP, is accepted (Table 5). These results are supporting the existing studies that an authoritarian leadership style negatively influences the integration of organization members (De Gerssem, 2020; Wan et al., 2020), autocratic leadership style in Turkey is the authority for the sake of the followers (de Luque et al., 2008; Hiller & Beauchesne, 2014) not to the others. So, the leaders use their authority for the sake of followers that results in discriminating the others as not like group members but not against group members (Valsiner, 2020).

According to multivariate test results (Table 5), SWL moderates PL impact on XP (sig.029). These results are first tested with structural equation modelling (Table 4); however, as expected even if SWL is moderating the effects of PL on XP, SWL is not moderating all dimensions. So, H4 is partially accepted. Namely, SWL reduces the negative effects of the morality-authoritarian PL dimension on organizational XP. More clearly according to Table 4, SWL dramatically decreases the effect of morality-authoritarian PL behaviours on politic fear (by 13 %), and personal fear (by 13 %).

Also, SWL has a noninvariance that cultural differences are seemingly expected and distinctive cultural factors (Jang et al., 2017). Yahyagil (2015) showed that SWL has been differentiated through benevolence and authority (power) in the Turkish context.

Implications for Theory

Political, social, and cultural leaders must resolutely condemn the manifestations of racism and XP to respect all people working in the same workplace and establish a peaceful environment. In this context, in addition to the researches that determine the effects of PL on some organizational outcome variables in the literature (Bedi, 2020; Huang & Lin, 2020; Shaw & Liao, 2020), this research must show the power of SWL as being a moderator variable in business life.

According to the findings obtained within the scope of the research, our results added three important aspects to the leadership and XP literature. First, xenophobic behaviour dimensions are tested in a multicultural context and five dimensions are reduced to three factors like personal, cultural, and political fears. Second, PL is effective in organizational xenophobic behaviours. In other words, even if PL decreases personal fear behaviours from others, it increases politic and cultural fears. Third, we found that satisfaction with the life of organizational members decreases xenophobic behaviours.

There is a need for future studies to determine the moderating effect of SWL, and separate dimensions of PL style that emerges in the dimension of behaviour in business life and the relationships between different variables. It is thought that this study, which has been conducted on the effect of PL and XP with the moderating effect of SWL in a non-western culture, can contribute from the cultural point of literature. It will be useful for different cultures to understand each other and to know how and in what form PL dimensions decrease XP. For future studies, it would be better if the research studies take into consideration the comparison of leadership and XP in the Balkan states (like Greece and Bulgaria) and Western Europe countries (like Italy and France) for a better understanding of the similarities and differences.

The xenophobic behaviours have been rooted in interdisciplinary subjects that are scrutinized in different disciplines such as philosophy, psychology, ethics, sociology, religion, etc. In this context, it is thought that research findings can shed light on different disciplines.

Conclusions

XP threatens the lives and livelihoods of refugees, asylum seekers, economic migrants, and people identified as "foreigners" by local people, including ethnic minorities. XP has intertwined social, political, and economic origins. XP has manifested itself in some societies that have received a significant number of immigrants as labourers or asylum seekers. Immigrants who have received intensive migration in Turkey is faced with the danger of becoming targets in internal disputes about national identity.

Turkey's business society does not have enough experience to live together with immigrants, except for the most crowded and cosmopolitan city of Istanbul. Complaints about the presence of Syrian refugees in Turkey have experienced frictions that have not yet reached mass proportions. There is the potential for reactions to foreigners to spread throughout the country over time.

Practical implications to organizations are as follows. First, leaders should be incredibly careful about their paternalistic behaviours of the focus group. Even if leaders tend to increase family-like atmosphere and individual considerations

for the employees' favour like a father figure, this style is not well translated against the outer group by followers. Second, organizations should increase the satisfaction of employees' life expectations. This can be done not just by task or work environment but by focusing on broader aspects of employees' environment like families, living conditions, school, cultural aspects. Third, organizations should overcome personal fears, but political and cultural fears should be treated more carefully and insistently. Fourth, leaders' behaviours and styles can cause some uncomfortable situations for the followers, but they may have positive downstream results by, for example, distracting, delegating, documenting, delaying, and directing (Ho et al., 2020) microaggressions. This requires a stronger understanding of the interaction knowledge of participation and information sharing- not only getting information- by leaders.

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