

The Role of Paternalistic Leadership on Innovative Performance: Mediated by Leader-Member Exchange (LMX) and Moderated by Power Distance

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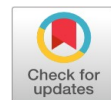
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Abstract: The focus of this study is to check the effect of Paternalistic Leadership with Leader-Member Exchange as mediator and Power Distance as moderator on Innovative Performance. Data was collected from project-based organizations in Rawalpindi and Islamabad (Bizz Bolster, C&W transport, C-type solutions, Personal computer Services, and Swipe tears). The information for this field study was collected utilizing random sampling. Add up to the test estimate is 384 people, received responses are 312, but 302 were usable for advance calculation. Paternalistic Leadership was found to impact the process of innovative performance emphatically; oppositely, they ought to empower Paternalistic Leadership in case they need to upgrade advancement and creativity through LMX. Leader-member exchange reinforces the positive part of paternalistic authority with innovative performance. In expansion, the cultural dimension of power distance was too found to play a directing part and reinforced the relationship between Paternalistic authority and leader-member exchange. In conclusion, this study offers a significant contribution and inspires a comprehensive understanding of the organization to form full mindfulness among workers to work out a creation for organizational errands and accomplishments.

Keywords: Paternalistic leadership, Innovative performance, Leader-member exchange, Power distance

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INTRODUCTION

Authority is one of the foremost basic wonders in organization examination and sharpening, which has driven a colossal collection of both hypothetical and experimental work from unique viewpoints (Hughes et al., 2018; Uhl-Bien et al., 2014). Leaders play a basic part in most organizations. Without a doubt, their effect on the driving and victory of their organizations cannot be ignored. Leaders have been given credit for their organizations' failures and successes.

Paternalistic pioneers are dictators and uphold teach and support compliance with the leader's choices. Paternalistic pioneers are moreover kind and ethically capable people. They take an individual intrigued by the well-being of their adherents and represent a life of predominant individual ethics, selflessness, and astuteness (Ahmad-Ur-Rehman et al., 2010; Farh & Cheng, 2000; Waheed & Kaur, 2016).

According to Tierney and her colleagues (Tierney et al., 1999), a basic authority approach to improving followers' imagination is creating high-quality dyadic connections with adherents, which LMX captures. Subsequently, the current study will experimentally examine the component through which paternalistic authority leads to worker inventiveness inside the organizational setting.

We look at the interaction impacts of paternalistic authority with the LMX. Previous research has exemplified that the companies giving incredible suggestions related to the working environment turn to increase the effects of their advancement and increase the probabilities of their survival.

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Limited literature exists where cultural aspects like high power distance are examined for paternalistic Leadership and associated outcomes. Additionally, LMX as an explanatory mechanism also remained unexplored for the proposed relationship. Furthermore, previous studies were mostly conducted in developed countries; the study in a developing Asian country, i.e., Pakistan, would come up with unique findings.

Problem Statement

Leadership style determines the employees' character or behavior in an organization. Simultaneously, the nature of LMX has greater implications for every organization. Thus, in a project-based organization where top management shows compassion, determines direction, and exhibits a higher level of command and authority, employees feel facilitated and show a higher level of innovative performance. The LMX Theory shows the dyadic and high-power distance culture like Pakistan, where employees show a moral obligation of higher input if they receive some caring touch from top management.

Research Queries

1. What is the effect of Paternalistic Leadership on Innovative performance?
2. What is the influence of Paternalistic Leadership on LMX?
3. Does the LMX affect Innovative performance?
4. How does LMX intermediate the association between Paternalistic Leadership and Innovative performance?
5. What means does Power Distance moderate the affiliation between Paternalistic Leadership and LMX?

Research Objectives

1. To observe the connection between Paternalistic Leadership and Innovative performance.
2. To study the relationship between Paternalistic Leadership and LMX.
3. To study the relationship between LMX and Innovative performance.
4. To observe the mediation of LMX among Paternalistic Leadership and Innovative performance.
5. To determine the moderation effect of Power Distance between Paternalistic Leadership and LMX.

REVIEW OF LITERATURE

Leader-member exchange was coined "the quality of trade between administrators and subordinates." The LMX hypothesis is that viable administration forms happen when pioneers and supporters can create and develop authority connections (associations) and, in this way, pick up the numerous benefits these connections bring (Zhang et al., 2015)

The term Paternalistic leadership is coined as a "hierarchical relationship where leaders guide their subordinates professionally as well as personally and in return, they expect loyalty from them (Gelfand et al., 2007), and it is defined as a leadership that "combines strong discipline and authority with fatherly benevolence and moral integrity couched in a personality atmosphere" (Cheng, 2000).

The effect of the paternalistic organization on specialist creativity must be examined (Wang et al., 2017; Khan et al., 2018; Shahbaz et al., 2016; Waheed & Leisyte, 2020). So moreover, Chan and Mak (2012) placed a leader-member exchange with mediating relationships among them. On the other hand, Chen, Eberly, Chiang, Farh, and Cheng (2014) point out that energy acknowledges intervening in the relationship between liberal PL and agent execution.

LMX is based on the social exchange hypothesis (Blau, 1964). Concurring to this hypothesis, a social trade includes an arrangement of relationships that create commitments with the potential to make high-quality connections. As these connections advance, it leads to wanting for response or reimbursement (Cropanzano & Mitchell, 2005).

LMX specifies the value of the association shared by managers and subordinates, and the value of LMX depends on nurturing mutual respect, faith, commitment, and a sense of assurance between parties (Scandura, 1987). LMX will mediate the relationship between benevolent authority and the imagination of morality (Tierney et al., 1999)

A few people are assessing the relationship between LMX and innovation, but diverse solutions are coming. Some think LMX finds a coordinate effect on progression (Schermuly et al., 2013; & Woodman, 2010). According to these deliberations, representatives captivated with their inventors in a high-quality LMX relationship were

highly creative. For example, Scott and Bruce (1994) conducted an assessment among R&D experts in the USA and found that LMX is strongly connected with an individual's creative behavior.

Organizations having power distance can control the influence of management practices on employee attitude (Sander, Yang, & Li, 2019). As power distance is important, the misuse of power is a major concern. In high power distance cultures, the employee can accept the unusual behavior as they consider it right for someone having power and authority. Furthermore, the system allows the higher authorities to decide independently (Iqbal & Rasheed, 2019).

In a paternalistic leadership style, the leader always works for the betterment of the subordinates; he will work for their empowerment and on their creative side so that they can undertake any extra responsibility (Hale & Fields, 2007; Liden et al., 2015). When, a group is categorized as high-power distance, subordinates are extra tilted towards the leaders who authority and depend upon the orders given by their leaders (Hale & Fields, 2007; Lin et al., 2013).

THEORETICAL FRAMEWORK

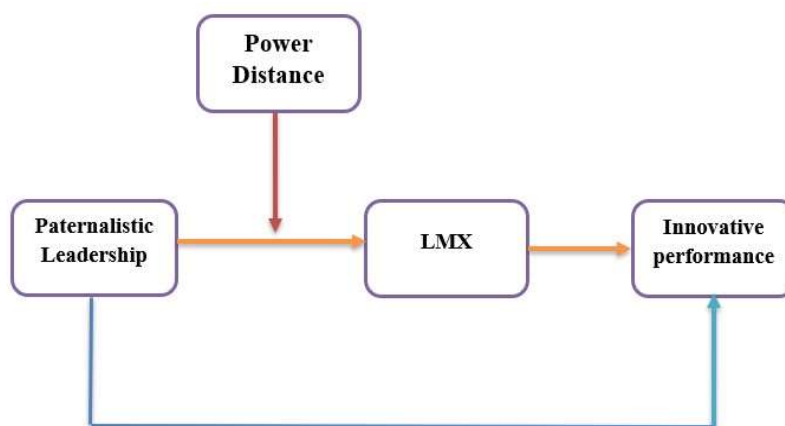


Figure 1: Theoretical Framework

H1: There is a significant effect of Paternalistic Leadership on Innovative performance.

H2: There is a positive influence of Paternalistic Leadership on Leader-member exchange.

H3: There is a significant positive influence of LMX on Innovative performance.

H4: LMX mediates the association between paternalistic Leadership and innovative performance.

H5: Power distance moderated the relationship between paternalistic Leadership and leader-member exchange.

MATERIALS AND METHODS

It is exceptionally significant to find a difference between investigation strategies and techniques due to the reality that these two sorts differentiate from each other. The research strategy includes different methods/practices utilized for the investigation composition. Research techniques/practices are specified as strategies students utilize to investigate alternatives. For the present research effort, we are getting the help of quantitative research by applying reliable procedures and instruments.

This study is quantitative. Cross-sectional data will be collected in a natural setting. Almost 384 survey questionnaires will be distributed, as Krejcie and Morgan (1970) considered it a reasonable sample size for consideration. A cover letter has been added with questionnaires to understand employees better. It will bring clarity regarding the nature and purpose of the study.

The current research is not controlled because participants, i.e., personnel of public and private universities, have been approached about their work, and they completed the questionnaire in ordinary work surroundings (Brennan, Chugh, & Kline, 2002). The faculty of universities were given a Google Docs link to fill out the survey questionnaires. Due to the lockdown, survey questionnaires were filled with physical and online approaches.

The research study was based on convenience sampling due to time constraints. All questionnaires were self-administered, and there was no single variable the supervisor could fill; the employees filled out all questionnaires. The questionnaires were accompanied by a letter of introduction explaining the aims and relevance of the study, with the promise that the responses and the identity of the participants would be kept strictly private and used only for the present research.

The paternalistic leadership scale adopted in this study is the three-factor model developed by Cheng et al. (2000), including Leadership, Moral Leadership, and authoritarian Leadership.

The seven-item scale of LMX is measured by Graen and Uhl-Bien (1995). Scott and Bruce's (1994) adopted the six-item measuring scale of innovative behavior, which asks supervisors to rate their subordinate behaviors in the workplace. A 4-item scale developed by Brockner et al. (2001) is used to evaluate power distance.

IBM-SPSS software was used to analyze the data collected through questionnaires. The data were used to explore the reliability analysis, correlation, regression and mediation, and moderation analysis results by Andrew F Hayes software. Correlation analysis was used to evaluate the relationship between independent and dependent variables. Regression is used to observe how much change occurred in an independent variable that caused a change in the dependent variable. Mediation and moderation analysis was evaluated by Andrew F. Hayes software.

RESULTS AND DISCUSSION

This section contains the result of descriptive analysis, reliability analysis, correlation analysis, regression analysis, moderation, and mediation analysis. The results of the evaluation show whether the hypotheses of the study are valid or not. Social Sciences Statistical Package (SPSS) is used to evaluate habits.

Descriptive Analysis

In Table 1, it is seen that the determined value for Gender is 2, with 1 being coded for male and 2 for female. The variables used for the current study were measured on a 5-point Likert scale from 1 to 5. The mean value of the independent variable, paternalistic Leadership, is 3.41, and the standard deviation is 0.65. Innovative performance has mean and standard deviation values of 3.57 and 0.63, respectively. Mediator Leader-Member Exchange had a mean of 3.46 and a standard deviation of 0.75, while the mean of Moderator Power distance in the study was 3.29 and a standard deviation of 0.82. All the data mentioned are tabulated below for a quick review.

Table 1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Gender	302	1.00	2.00	1.3311	.47140
Age	302	1.00	4.00	1.7053	.83680
Qualification	302	2.00	5.00	2.9205	.79050
Experience	302	1.00	5.00	1.3974	.69243
Paternalistic Leadership	302	1.29	4.71	3.4042	.65164
Leader-Member Exchange	302	1.29	4.86	3.4688	.75382
Power Distance	302	1.00	5.00	3.2906	.82515
Innovative Performance	302	1.50	4.67	3.5762	.61444

Reliability Analysis

The scale's internal consistency reliability assessment is based on expectation. As mentioned in the previous research, the Cronbach alpha value is between 0 and 1. A high Cronbach alpha value indicates beneficial reliability, and a low Cronbach load indicates that your data is unreliable. The accepting value of Cronbach's alpha is 0.6 and above.

The reliability of leader-member interaction is 0.758, which is higher than the cut-off value, and this reliability of the incivility scale is seen in Reio's (2011) study. For this sensitive variable power distance, the reliability, as previously stated, is 0.695. All scales have appropriate reliability and are above the threshold value, so all variables are reliable for this study.

Table 2: The Description of Variables

Variable	No. of Items	Reliability
Paternalistic Leadership (PL)	14	.853
Leader-member exchange	7	.758
Innovative performance	6	.635
Power Distances	4	.695
Cumulative value	31	.650

Correlation Analysis

The purpose of correlation analysis is used to explore the relationship between independent and dependent. The range of correlation analysis is from 0 to 1. The range between 0.1 to 0.4 shows weak correlation, the range between 0.4-0.6 shows moderate correlation, and the range between 0.6-0.8 shows strong correlation, and if the value exceeds 0.80, that shows the issue of multicollinearity which means that both variables are explaining the same thing.

Table 3: Standard Deviation, Mean, Correlations

Variables	Mean	S.D	1	2	3	4
1 Paternalistic Leadership	3.40	0.651	1			
2 Leader-Member Exchange	3.46	0.753	.553**	1		
3 Innovative Performance	3.57	0.614	.386**	.121*	1	
4 Power distance	3.29	0.825	.126*	.232**	.554**	1

Table 3 shows the correlation between different variables. As a result, it reveals that paternalist Leadership has a significant-high-quality relationship with all variables. Such as the correlation between innovative performance and Paternalistic leadership in the past ($r = .386, p < 0.05$), LMX ($r = .553, p < 0.05$), power distance ($r = .126, p < 0.05$). The research detailed that Leader-member exchange should be related to innovative performance ($r = -.121, p < 0.05$) and Power distance ($r = -.232, p < 0.05$). The results displayed that innovative performance was associated with Power distance ($r = -.554, p < 0.05$).

Regression

Correlation assessment was used to analyze the association among the variables but only infers, through insufficient assistance, the existence of associations between variables and offers no validation of underlying relationships between variables. There are two types of regression: linear regression means simple regression, which can be used when the researcher’s goal is to study the direct impact, and multiple regression, which is used when there are more than two variables in the study.

Moderation Analysis

To test that effective commitment moderates the relationship between passive Leadership and workplace incivility, SPSS Process macro model 1 has been run.

Table 4: Power Distance Moderated The Relationship Between Paternalistic Leadership and Leader-Member Exchange

	Antecedent	Subsequent			
		B	SE	p	t
(PL)	B1	0.3824	0.1718	0.000	2.19
M (PD)	B2	0.3032	0.334	0.000	7.178
MxX (PLxPD)	B3	0.158	0.725	0.000	
Constant	I2	1.2843	0.1718	0.000	
$R^2 = 0.4092$	LLCI = 0.3171				
$F (3,329) 299.000$					
$p = .0000$	ULCI = 0.448				

The moderator role of Power Distance tested the impact of paternalistic Leadership on Leader-member interaction. The regression coefficient of paternalist Leadership and Leader-member exchange were significant, with $B = 0.3828$ and the p value is 0.000 and $B = 0.3032$; the p value is 0.000, respectively. However, the interaction term coefficient is also significant at $B = 0.158$, and the p value is 0.000.

In the general model, the p value of $F = 299,000$ is significant, and this model explains the 40.92 variations in the Leader-member exchange.

According to the criteria, the t value must be bigger than ± 1.92 for the hypothesis to be accepted. Paternalistic Leadership has a t -value of 2.1915 and a Leader-member exchange of 7.17. Hypothesis 1 and Hypothesis 5 were accepted as both values were beyond the limit. According to the criteria, the significance of all values indicates that all values are reliable.

Mediation Results

Indirect effect: An indirect effect of the association between Paternalistic Leadership and Innovative Performance can be shown in mediation with Leader-Member Exchange. Therefore, the results predict that the direct effect of Paternalistic Leadership on Innovative Performance in the existence of Leader-Member Exchange is $B = .523^{**}$, the F -value is 298,000, and the p -value with R^2 ($p = .000$) is .1756. The non-zero value between ULCI and LLCI indicates the existence of significant mediation.

Table 5: LMX Mediates The Association Between Paternalistic Leadership and Innovative Performance

	B	SE	p
PL	0.111	0.625	0.000
LMX	0.523	0.1912	0.000
Constant	1.2843	0.1718	0.000
$F = 298.000$			
$R^2 = 0.1756$ (17.56%)			

Direct effect: The direct impact depicts the mediating role of Leader-Member Exchange and the impact of Paternalistic Guidance on Innovative Performances. Therefore, the results estimate that the direct effect of Paternalistic Leadership on Innovative Performances in the occurrence of Leader-member Exchange is $B = 0.3529^{**}$, with a p -value ($p = .000$) bootstrap lower limit of 0.2159 and upper value 0.3898. The non-zero value between ULCI and LLCI indicates the existence of significant mediation.

Table 6: LMX Mediates The Association Between Paternalistic Leadership and Innovative Performance

	B	SE	p		
DE of LMX	0.3529	0.696	0.000		
LLCI = 0.2159 $t = 7.1778$					
ULCI = 0.3898					
Confirmatory Factor Analysis (CFA):					
Factor	Values	Factor	Values	Factor	Values
Chi-Square/df	1.081	AGFI	.886	CFI	.994
Df	625	NFI	.912	RMSEA	.018
GFI	.901	TLI	.993		

The analysis was used to check the model fit. It is used to determine whether the construct is a good fit. There is a criterion for the model fit index. The CFA value should lie within the range 1-3, but the value 5 is also acceptable. The value of gfl must be above 0.90. The value of AGFI should be above 0.80. The value of CFI also is 0.90. The value of TLI is also above 0.90. If all the goodness fit index values are above their criteria, then the model is fit. Confirmatory factor analysis was to check the model fitness; according to the criteria, the value of $CMIN/df$ is 1.081, which shows that model is a good fit. The value of Normed fit index is .912, the value of Goodness fit index is .901, the value of Comparative fit index .994, the value of Comparative fit index is .994, and the value of Tukker-lewis index is .993. The value of the Root means a square error of approximation is 0.015.

DISCUSSION

Pellegrini (2008) supports that "paternalist leadership is an emerging and fascinating, untapped territory for research." Part of the relevance to PL is how it is viewed through different cultural values. While employees in high power distance and collectivist societies ensure this, representatives in libertarian and individualistic societies criticize it (e.g., Aycan et al., 2000).

At first, the study revealed that paternalistic Leadership was positively associated with the leader-member exchange. This realistic change may enhance the social change perspective that paternalistic Leadership strengthens the affiliation among followers and leaders because LMX positively affects employee perception (Gu et al., 2018).

Second, the research study discovered an important connection between LMX and employee innovative performance. The resulting finding explores that subordinates can make good relationships with supervisors and exchange their ideas and concepts by raising their voices to favor the organizational benefit. The previous study indicates that leader can change their depictive performance (Zhang et al., 2015).

MANAGERIAL IMPLICATIONS

First, this research study familiarized that Power distance was tested to see the results in the leader-member exchange. Previously, power distance was tested in large studies to check if both cultures impacted overall research.

Second, the thinking also accepted the leader-member exchange as a referee in this study. Power Distance means that power is equally distorted within the organization. Third, the study also helps to understand the effects of paternalistic Leadership and how employees working in Pakistani organizations improve employee performance in innovation and creativity.

Fourth, the study supports the Leader-Member Exchange Theory (LMXT), where people build relationships with their leaders. In these relationships, employees learn by observing people while working in the organization, and they also absorb from social media or print media and make auspicious choices from the organization's perspective.

Finally, the study also demonstrates the importance of values and beliefs. Future researchers are recommended to investigate the same study with different moderation and mediation variables and longitudinal study to focus on a particular sector.

Future researchers must also check for other dimensions, such as masculinity, femininity, and uncertainty avoidance. Power distance should be checked because Pakistan also has high power distance; in the presence of power distance, we will check that employees are moving towards innovative performance.

CONCLUSION

This research study aims to observe the affiliation between paternalistic Leadership and innovative performance with the mediation of leader-member interaction between paternalistic Leadership and innovative performance by adding moderation as power distance to check the affiliation between paternalistic Leadership and innovative performance, researcher check how power distance strengthens their relationship.

Paternalistic Leadership is solely responsible for the ethical culture in the organization. The results of this research study displayed that the LMX interaction mediated the relationship between paternalistic Leadership and innovative performance. This study also showed that power distance softens the association between paternalistic Leadership and leader-member interaction.

This research study reveals that if there is paternalistic Leadership working in the organization, employees are morally attentive and believe that their leaders establish stronger relationships. Just as there will be paternalistic Leadership in the organization, there will be an ethical and family-like environment in which employees feel free in the organization.

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