

CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD



**The Role of Paternalistic Leadership in
Innovative Performance: Mediating Role
of Leader-Member Exchange (LMX) and
Moderating Role of Power Distance**

by

Aqsa Zahid

A thesis submitted in partial fulfillment for the
degree of Master of Science

in the

Faculty of Management & Social Sciences
Department of Management Sciences

2021

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This thesis is dedicated to my great father, beloved mother, my elder brother, adorable sister, teachers and all those friends who have supported me since the beginning of this thesis. I would particularly dedicate this thesis to my supervisor Dr. Shazia Faiz for her guidance and support



CERTIFICATE OF APPROVAL

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Performance: Mediating Role of Leader-Member
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by

Aqsa Zahid

Registration No: (MMS193003)

THESIS EXAMINING COMMITTEE

S. No.	Examiner	Name	Organization
(a)	External Examiner	Dr. Hassan Rasool	PIDE, Islamabad
(b)	Internal Examiner	Dr. S. M. M. Raza Naqvi	CUST, Islamabad
(c)	Supervisor	Dr. Shazia Faiz	CUST, Islamabad

Dr. Shazia Faiz

Thesis Supervisor

April, 2021

Dr. Mueen Aizaz Zafar

Head

Dept. of Management Sciences

April, 2021

Dr. Arshad Hassan

Dean

Faculty of Management & Social Sciences

April, 2021

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Acknowledgement

The circumstances necessary for the initiation and creditable conclusion of this thesis cannot be discountenanced. This dissertation would have not been completed without any form of support. I would like to thank those who supported me all the way in the completion of this project.

First, I thank Almighty Allah who blessed me to overcome difficulties throughout my life, and without His immense blessings I would have never been able to complete this project.

I express my deep gratitude to my parents, especially my father **Mr. Zahid Hussain** and my **Sweet Mother** for their patience, prayers and for providing me with an opportunity to get better education. I also express my feelings filled with love for my family members and friends specially **Miss Hafiza Amtul Hafeez**, and my best friend **Muhammad Arslan**. Their persistent encouragement and support have made the differences in helping me persevere towards the completion of this journey.

I remain, especially indebted to my able and diligent supervisor, **Dr. Shazia Faiz**, who efficiently and thoroughly moderated this project. Her guidance and advices were exceptionally challenging and inspirational which enabled me to get rid of my difficulties throughout the study. She was always there to help me whenever I needed her. I will always be thankful to him for his invaluable support.

Aqsa Zahid

Abstract

The focus of this research is to check the impact of Paternalistic Leadership on Innovative Performance with Leader-Member Exchange as a mediator and Power Distance as a moderator. Data were collected from project-based organizations in Rawalpindi and Islamabad like (Bizz Bolster, C&W transport, C type solutions, Personal computer Services, and Swipe tears). The information for this study was collected by using random sampling. The sample size was 384, most of the data were obtained through self-administered questionnaires. The AMOS 22 was used for CFA while SPSS 22 was used for ANOVA, correlation, and regression analysis. The results revealed that paternalistic leadership emphatically impacts the process of innovative performance. Because, when leaders give a secure environment to employees in the working environment, at that point they may feel secure, take risks and exhibit innovative performance, which eventually contributes to expanding worker and organizational execution. Furthermore, the current study focuses on how the leader-member exchange reinforces the positive part of paternalistic authority with innovative performance. Besides, the cultural dimension of power distance was found effective for the relationship between paternalistic authority and leader-member exchange. In conclusion, this study offers significant contribution and serves to inspire a comprehensive understanding of the organization to establish healthy exchanges among workers to ensure organizational errands and accomplishments.

Keywords: Paternalistic leadership; Innovative Performance; Leader-Member Exchange; Power Distance..

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Chapter 1

Introduction

1.1 Background of the Study

Authority is one of the foremost basic wonders in organization examine and sharpen, which has driven to a colossal collection of both hypothetical and experimental work from unique viewpoints (Hughes et al., 2018). 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 both the failures and successes of their organizations. Administration alludes to the capacity to impact others (Simmental. 2019). The administration has been described as one of the foremost noteworthy relevant impacts on work execution (Ilies et al., 2007). The administration plays a vital role, counting mimicking employees' development capabilities (Islam et. al.,2018)

Although there are numerous distinctive conceptualizations of paternalistic administration, analysts have contended that paternalistic authority includes three critical administration styles: dictatorship, morality, and ethical administration (Cheng, Chou, & Farh, 2000). Paternalistic pioneers are dictators and uphold, teach, and support compliance to the leader's choices. Paternalistic pioneers are moreover kind and ethically capable people. They take an individual intrigued within the well-being of their adherents and represent a life of predominant individual ethics, selflessness, and astuteness (Farh & Cheng, 2000).

Within the final decade, a few researchers have utilized the over conceptualization to look at the impacts of paternalistic authority on an assortment of adherent results. Particularly, researchers have inspected the impacts of the three measurements of paternalistic administration on adherent results such as organizational citizenship behaviors, organizational commitment, and work fulfillment (Pellegrini, Scandura & Jayaraman, 2010). The development calls for the utilization of thoughts all through an organization (Kesting & Ulhøi, 2010). Be that as it may, thoughts and advancement do not thrive on their own. Considerations show up that extra-role behavior, such as representative advancement employee development, in which thoughts are started and executed by workers must be cultivated and encouraged. Directors and pioneers have been recognized to play an essential part in the advancement preparation (Engen & Magnusson, 2015). In any case, the effect of diverse authority styles on employee development remains underexplored.

The different specialist creates have been showing up as forerunners of work environment progression. The extant composing prescribes specialist (e.g., paternalistic leadership) may be a fundamental pointer of agent creative execution. The charitableness in paternalistic authority has been illustrated to have positive impacts on specialist advancement or creative ability. Paternalistic pioneers can make a climate of conviction, which convinces specialists to require threats and make inventive ways. Given the conceptual issues related to set up organization advancement, the examination of cutting edge organization styles has extended as of late.

In an investigation that paternalistic organization is earnestly related to individual creativity. In truth, not because it was organizations in competitive circumstances that have to make strides, but non-profit organizations as well, such as teacher setting up. The bigger portion of the composing nearly works environment improvement centers on exceedingly competitive circumstances wherein organizations and agents need to be a lock-in headway and creative ability for the survival and viability of these organizations. Colleges are the center compel of social advancement systems, and educational institutes play an imperative portion in creating creative capacities. Extant literature uncovered that creativity

is hazardous, supervisory backing is frequently required (Cummings & Oldham, 1997). Undoubtedly, numerous researchers have lent credence to the thought that LMX advances worker imagination. For example, Sajjad et al. (2020) gave a clue that there exists a relationship between employees' innovative performance and paternalistic administration.

Dienesch and Liden, (2016) revealed that have more critical autonomy and choice scope and their closer ties to pioneers provide them more information and resources. In extant composing paternalistic specialist is, for the foremost portion, inspected through the framework of social exchange (Zhang et al. 2015). LMX appears the strategy by which pioneer behaviors influence subordinate comes about, the paternalistic organization and specialist creative ability (Dulebohn et al. 2012).

In common, people acknowledge that when an unused portion is delighted in by the pioneer, he includes an awesome chance of being successful. Within the occasion that the unused portion isn't much favored by the leader, this lessens his chances of being productive. Hence, the leader-sometimes subconsciously-creates two sides: the in-group or out-group. The in-group is trusted, is given more perilous assignments and hence more obligation, gets more career openings and openings for person headway, and continuously gets reinforce and heading. Frequently, they have satisfactory resources at their exchange to carry out their vision.

On the other hand, an out-group is shaped. They are given assignments that aren't challenging since the pioneer doesn't have satisfactory acceptance in them. As a result, they won't be revealed to openings and chances to make their aptitudes, competencies, and capacities. Concurring to Tierney and her colleagues, a fundamental specialist approach to move forward followers' creative energy is to make high-quality dyadic associations with disciples, which is captured by LMX (Tierney et al. 2019). Given that paternalistic organization emphasizes leader-follower associations that would result in relatively beneficial exchanges between pioneer and disciple, LMX acts as the catch component through which paternalistic organization leads to specialist innovativeness. In this way, the current ponder is to tentatively look at the component through which paternalistic specialist leads to specialist creativity interior the organizational setting.

A few recent studies have illustrated that the working environment in which companies has incredible suggestions for their adjustment components, which in turn influences their advancement and the chances of survival (Eesley, Hsu, & Roberts, 2013). Be that as it may, natural components like an authority on organizational results to a huge degree depend on how pioneers see, decipher, and react to it (Jansen et al., 2019). Hence, it is sensible to anticipate the impact between the administration and the results.

Hughes et al., (2018) and Jansen et al., (2019) too emphasized considering directing part for the proposed connections. Concerning the culture, that contains a high-power which separates culture with low power distance culture, a favorable demeanor by pioneers may be acceptable (Hofstede, 2001). Control partitioned is an individual's conviction almost the position, right, and command within the organization (Kirkman, Chen, Farh, Chen, & Lowe, 2014). The large and small organizations contain separate influences, employees, organizations, and forms (Khatri, 2019). In high control, workers regard their boss and permit their higher specialists to require choices and don't challenge them, or their bad habits (Iqbal, & Rasheed, 2019; Shaheen & Bari, 2019; Lian, Huai, Farh, Huang, & Chao, 2016).

LMX underpins the coordination; it clarifies how pioneers get due regard and honor when they bolster their workers. This strong demeanor and kindness cultivate employees' innovativeness within the organization. Furthermore, it creates a basic trade component that improves the plausibility of desirable results. Particularly, within the IT industry and NGOs where self-managed groups perform their part, paternalistic administration appears brilliant predictive variable.

1.2 Problem Statement

Limited literature available where cultural aspects like high power distance examined for the paternalistic leadership and associated outcomes. Additionally, LMX as an explanatory mechanism also remained unexplored for the proposed relationship. Thus, the study will contribute to the existing body of knowledge in three ways. First, the study will contribute by investigating the impact of paternalistic

leadership on innovative performance. Second, the study will contribute to the interaction of power distance as a moderator between paternalistic leadership and LMX. Third, our study will contribute by using LMX as an underlying mediatory between paternalistic leadership and innovative performance. Furthermore, previous studies mostly conducted in developed countries, the study in a developing Asian country i.e., Pakistan would come up with unique findings.

1.3 Research Objectives

The particular objective of this research given there:

1. To examine the relationship between Paternalistic Leadership and Innovative performance.
2. To explore the relationship between Paternalistic Leadership and LMX.
3. To investigate the relationship between LMX and Innovative performance.
4. To examine the mediating role of LMX between Paternalistic Leadership and Innovative performance.
5. To find out the moderating effect of Power Distance between Paternalistic Leadership and LMX.

1.4 Research Questions

Question 1: What is the impact of Paternalistic Leadership on Innovative performance?

Question 2: What is the impact of Paternalistic Leadership on LMX?

Question 3: Does the LMX affect Innovative performance?

Question 4: How LMX mediate the relationship between Paternalistic Leadership and Innovative performance?

Question 5: How Power Distance moderates the relationship between Paternalistic Leadership and LMX?

1.5 Significance of the Study

The study will help to identify the role of paternalistic leadership with Innovative performance. Furthermore, it will make a significant addition in literature theoretically by exploring the explanatory mediatory mechanism of leader-member exchange between paternalistic leadership and Innovative performance. The underlying mechanism of power distance as a moderator with unique findings would also add to extant literature. This study would be a source of awareness in the different sectors of Pakistan. Paternalistic leadership is a widely observed phenomenon in Pakistan, where the leader exhibits power and authority, provides resources, facilitates subordinates, and expects loyalty and effort in return. It has wide acceptability, generates fruitful outcomes where self-dependence or even teamwork is required. This component of belief would provide a boost to employee's interest in organizational exercises, which eventually leads to making a significant increment within the level of efficiency.

This study sees that the strong relationship is based on a common exchange between supervisor-subordinates' associations. In this arrangement, the specialists assess the sort of paternalistic specialist mold balanced by their pioneers and respond by either condensing the LMX with their director or by developing it. At that point, based on their LMX associations with the boss, they select how to form unused considerations.

1.6 Supporting Theory

LMX, leader-member exchange theory, explains that the supportive nature of the leader expects the employees to have the same level of input i.e., a responsible & innovative performance. Consequently, whole organizations' success uplifts. Blau, (1964) likewise defined exchange associations. On the other hand, he also

deduced that a healthy relationship could make an individual devoted to another individual, and suggesting smooth conversation regularly has an effect on the relation. The exchange is used to address a form of connection/relationship, but the word association and exchange are different in terms of their meaning, however, they are related. Blau used this as a type of transaction. Somewhat as a type of connection. Blau (1964) and Homless (1981) recognize trust as an inspiring factor. Trust is important for a healthy exchange.

Both leaders (the boss) & subordinates (the workers) use the LMX philosophy. The LMX is also referred to as a vertical dyad linkage, the relationship of vertical orientation (Graen 2004). A dyadic philosophy, LMX, is established from role philosophy (Dienesch & Liden, 1986) and also the Social Exchange philosophy (Cropanzno & Mitchell 2005). LMX philosophy states that bosses have a special connection with every subordinate (Graen & Uhl Bien, 1995), this special relationship amongst leader & subordinates develops over a period which is a result of the tasks assigned to the subordinate and how they do it. A smooth work environment, healthy performance, is among some of the favorable outcomes which are associated with the healthy relationship between boss & subordinate. Studies also gave a clue that professional respect and acceptance matters (Liden & Maslyn, 1998).

Concurring with this hypothesis leaders confine their subordinates into two group's i.e. In-group and out-Group to attain their objectives. In-group agents are near to pioneer offer help him more as compared to out-group agents (Uhl-Bien & Graen: 2017). In-group people have tall quality exchanges characterized by "mutual acceptance, respect, and obligation" whereas out-group people have low-quality exchanges and have less acceptance, respect, and commitment. Results show up that in-group people collect more benefits as compared to out-group agents.

Within the present study leader secure base back will give bolster in time of require, will encourage the supporters almost the accomplishment of their objectives and creating their aptitudes and capacities, the pioneer will provide a free hand to people while performing their part within the organization (Wu & Parker, 2017). All these are markers of making and advancing tall quality trade connections

with the devotee and such honours of pioneer will upgrade employee's inspiration as portrayed in prior talk of pioneer part trade hypothesis. Followers will too respond in terms of positive exercises like performing their formal part, extending their level of input with exceptional behaviors like innovative work behavior that's required for organizational success.

Additionally, Dedahanov (2015) explored the relationship between paternalistic authority fashion and representative inventiveness without counting inventive execution. Be that as it may, a few thinks about imaginative execution inspected them editing part of imaginative performance within the association between the paternalistic leader fashion and imagination. In a spin-off, the domain authors have concentrated within the distinctive settings to examine the part of paternalistic administration fashion toward inventive execution and imagination (Zhang, 2015; Chan, 2016; Feldman 2016;). In this way, to overcome the existing crevices within the entrepreneur's paternalistic authority fashion and inventive execution as examined. Additionally, this thinks about moreover endeavors to explore the presence of the linkage between imaginative performance and inventiveness among the business visionaries and workers of Pakistan. (Gu et al., 2015)

Chapter 2

Literature Review

PL is characterized as a specialist, by the paternalistic master, strict supervision and control, tall moral rules, and paternalistic bosses who affect the personal lives of their subordinates (Cheng and Farh 2000); Wang and Cheng 2010, Zhang et al. 2015). It comprises three bounds together but clashing estimations Definitive Administration (AL), Kind specialist (BL), and Ethical Authority (ML) (Chen et al., 2014). The method of the development comprises the improvement, era, usage, and advancement of different thoughts (Rosing et al., 2011). Numerous approximately set that the worldview moves from the concept of thought era to the following exercises of choice, advancement, assessment accounts for a breaking point within the handle of advancement (Nijstad, Rietzschel & Stroebe, 2019).

Leader-member exchange (LMX) is defined as “the quality of exchange between chairmen and subordinates”. The concept of the LMX speculation is that reasonable organization shapes happen when pioneers and supporters can make create specialist associations (affiliations) and in this way choose up to urge to the various benefits these associations bring. Zhang et. al. illustrated that in high-quality LMX associations, laborers are broadly and significantly contributed inside. Tall control separate culture in Pakistan has been identified by Hofstede (2001). It is the propensity to which a person concedes that there’s an unequal conveyance of control (Peltokorpi, 2019). More specifically it is “the degrees to which the individuals of a society acknowledge that control in educate and organizations are dispersed unequally”.

2.1 Paternalistic Leadership and their Role in Shaping Innovative Performance

The paternalistic organization is the commonality interior the vertical, dyadic leader-follower relationship. For illustration, when tyrant pioneers diagram their verification of by and huge ace and control, devotees are anticipated to seem in compliance, regard, and fear Central to Farh and Cheng's (2017). The eastern definition of paternalistic leadership is different where paternalistic leaders give back, care, ethical quality, security to the subordinates, father's kindness, self-respect, (Pellegrini & Scandura, 2018), appear concerned towards the employees' individual life, and energize employees' individual and familial prosperity (Gelfand et al., 2017). In paternalistic societies, the pioneers consider it as their compulsion to be chivalrous towards their subordinates, and in trade, anticipate dependability from the subordinates (Pellegrini & Scandura, 2008). Takeuchi et al. (2020), in a while, later survey of paternalistic organization, help portray the thought of commonality in paternalistic leader-follower associations. (Ho, 1989, 2016) appears up that, they are popular in a typical Asian setting vertical dyad, the predominant party, e.g., pioneer, begins appropriate associations with the moment rate.

Pellegrini et al., (2010) revealed that paternalism is common in Eastern communities as a management culture. Aycan et al. (2000) state that countries such as China, India, Pakistan, 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, 2018). Whereas, (Gelfand et al., 2017) 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, 2020).

The ethical measurement of paternalistic leadership incorporates pioneers showing amazing ethical ideals, having self-discipline, and not being narrow-minded (Ötken & Cenkci, 2012), in other words being an altruist. The multiplication of these pioneer characteristics within the organization may influence the creation of

a pardoning climate. Particularly, ethical pioneers characterized by momentous individual excellences and abstaining from self-centeredness may finish up a portion shows for the workers by way of maintaining a strategic distance from abusing the specialist they have, and in this way, the helpful conditions can be built up for pardoning climate (Ötken & Cenkci, 2012).

Paternalistic leadership has been inspected so far off with different factors like organizational commitment, belief, inspiration and bunch agreement (Uhl-Bien, Tierney, Graen, & Wakabayashi, 1990). Committed composting is available, (Delmestri and Walgenbach, 2015; Zhang et al., 2008) its affiliations with laborer innovativeness were inspected prior.

Pioneers commit to making strong working circumstances, enable modify, and invigorate subordinates' inspiration interior the organization. When specialists discover a positive work environment (Kremer et al., 2019), their engagement in their work increments and they get to be more innovative. In this circumstance, the specialists may consider their working environment as a favor from their pioneers and may respond by locking more in inventive performance (Deci and Ryan, 1987).

As of late, analysts have gone through growing thoughts on the orchestrate impacts of the organization on improvement and creativity (Hughes et al., 2018). Despite a couple of dicey voices (Meindl et al., 1985), it is for the foremost portion recognized that specialist, especially crucial organization, applies an unimaginable effect on diverse organizational comes about, checking organizational advancement (Elenkov et al., 2015). Crucial pioneers are those at the finest of an organizational movement, who shape persuading dreams, make procedures, brace, and impel supporters, and administer the operations of the overall organization. Pioneers can affect organizational headway shapes by giving regard with a clear course instructed by their understanding of characteristic plans (Papadakis and Bourantas, 2018), making an organizational culture that moves information sharing (Lin & McDonough, 2011), and fulfilling alter champions and the behaviors that create movement (Kanter, 2017).

Observational data is nearly that looks at the linkage between pro and progress is burgeoning. Although the prior ponder has surveyed their relationship between

characteristics of pioneers, such as estimation characteristics (Bantel and Jackson, 2019) and eager encounters (Zhou and George, 2013) on organizational movement, a short time later, around has ceaselessly been centering on the impacts of leaders' behaviors. Farrh et al., (2018) on the converse, kind and morality-based paternalistic master styles characterize assorted characteristics that brace the supervisor–subordinates quality relationship. For the occasion, liberal pioneers back their subordinates in work, as well as non-workspaces, allow them to modify botches, get prepared and facilitate them, back them to protect a crucial partition from humiliation, incite them on their career enhancement, making a qualification between them amid their emergencies and giving full thought past the formal or energetic relationship (Wangg & Cheng, 2010).

Inventiveness, inborn inspiration (i.e., the want to spend exertion based on interest, joy, and delight of the work) itself has been considered a proximal antecedent of person inventiveness, although a lesser impact than anticipated has been found. The use of engagement as an intervening variable was based on its acknowledgment as one of the most motivational builds. Although engagement offers conceptual space with intrinsic inspiration (both include exertion and perseverance, engagement extends further because it is not around performing an assignment for the satisfaction and delight it involves, it moreover incorporates the synchronous venture of cognitive and passionate energies.

In this respect, the study by Wealthy et al., (2018) found that engagement and inborn inspiration were distinctive builds and that engagement clarified extra change in work execution and organizational citizenship behavior. Authority styles utilizing favor and fear at the same time were found to make strides in the subordinates' work state of mind (Cheng, 2017). Specifically, that administration impacts on subordinate reactions were most grounded when tall specialist was combined with tall kindness, which recommends that there may be a positive interaction impact of authoritarian and benevolent administration. Concerning the intention between benevolent and moral authority, and between moral and dictator administration, there has been no pertinent observational ask around. We anticipate that benevolent authority and moral authority are likely to have autonomous and significant

impacts on subordinate reactions (Ammabile, 2018).

Specialist creativity may be an introduction to organizational improvement. The impacts of the paternalistic organization on specialist creativity must be examined (Wang et al., 2017). Without a question, some past studies considered interceding rebellious inside the PL-task execution relationship. Chann et al. (2013), for an outline, in one such consideration, showed up that PL modeled the improvement of subordinate's organization-based self-esteem and appraisals which, in turn, affected their execution. So moreover, Chan and Mack (2012) laid out that leader-member exchange in portion mediating the relationship between thoughtfulness and lover errand execution., Chiang, Farah, Chen, Eberlyy, and Cheng (2014) point by point that energetic acknowledge intervening the relationship between liberal PL and agent execution.

In another study approximately, it was found that magnanimous masters determinedly influenced affiliations esteem affirmations, and trust-in-supervisor, which, in turn, energized work execution, even though dictator master had a positive effect on trust-in-supervisor, which offer assistance in work execution Wu et al. (2011). All in all, although past considers nearly looked at many social and mental shapes, there's a deficiency of ponders considering positive mental assets as an instrument through which these paternalistic pioneers affect execution. (Chou, Liu, Lin Sibley, & Cheng, 2015), shows that this will be surprising given that PL joins an especially person-centered approach.

Subordinates get it that the rules are for their advantage and respect the leader's choices and enthusiastically comply with them that's, the basis behind authoritative specialist is "task-control." Based on this consideration, the current work utilizes an advanced conceptualization that captures the tyrant and conclusive estimations freely in development to the third ordinary estimation of paternalism, to be particular, generosity by Scandura (2017). Aycan, (2006) revealed that authoritative leaders work out with control, but the basic desire is to help specialists to reach organizational destinations, as well as to progress subordinate welfare and advancement. The relationship of creative energy is with the movement, era, and carrying out profitable and creative considerations around, dealings, things

as well as organizations (Zhou, 2013). Agreeing to Huang et al. (2015), agents are regarded as a productive source of advancement and creativity. Proactive agents who start appraisal for change and make endeavors to affect the environment are more conceivable to be innovative/creative (Bateman and Crant, 2013). Regarding the viewpoint, Deci, and Ryan (2017) earnestly endorsed that he/she is invigorated to voice issues; they are more likely to express energy in their work and gotten to be innovative.

Paternalistic leadership (PL), is declared as “a fashion that combines solid teach and specialist with paternal generosity and ethical judgment framed in a paternalistic atmosphere”. As pioneers associated with subordinates, benevolent, moral, and authoritarian behaviors show up to influence subordinates’ inner brain research and outside behaviors. The investigation shows how PL affected employee innovation, and the results showed that benovlant leadership encouraged innovative performance by enhancing LMX, moral leadership positively influenced innovative performance mainly through LMX processes, and authoritative leadership reduced innovative performance by reducing their status judgment.

A few analysts have examined the impacts of PL on employees’ voice behaviors. Within the work of BL had specifically negative impacts on subordinate employees’ inventive execution. Morality leadership indirectly affected employees’ innovative performance through motivation, and authoritative leadership’ innovative performance. The above research could be categorized as the research stream of the effects of paternalistic leadership.

From the current, the essential pace toward creative ability must start with voice by making commendations that influence the workgroup and collaborating considerations around work-related things. When individuals are certain that proposals and proposals as tuned in that would be put into thought by their leaders, they are more conceivable to recognize as genuine that their voice is not unsuccessful and impacts the climate. From such certainty, individuals are inclined to go more by arranging with unused and concrete methods of insight to amplify execution and by looking out for unused forms, things, developments, and specialized considerations.

Based on the writing, it is expected that in a smooth, working paternalistic trade between pioneers and supporters, the last-mentioned ought to be mindful and tolerant of the similarity between perfect familial connections and their trade with pioneers. Thus,

H1: There is a positive impact of Paternalistic Leadership on Innovative performance.

2.2 Paternalistic Leadership and Leader-Member Exchange

(Blau, 2014), shows that LMX is based on the social exchange theory. Concurring to this speculation a social exchange incorporates a course of action or connections that make commitments with the potential to create high-quality associations. As these associations develop, it leads to the need for reaction or repayment (Mitchell and Cropanzano and, 2015). Amundsen (2014) fights that it is challenging to classify LMX in any behavioral approach to the organization since it contrasts with other theories by its centers on the quality of the dyadic leader-follower relationship. LMX might be a national approach that centers explicitly on the curiously quality of the dyadic relationship that pioneers make with each subordinate (Cave Hartog, 2017 and De Jong, 2019). Dulebohn et al., (2011), LMX hypothesis sets that the relationship that creates between a pioneer and a follower drop along a continuum from a quality, which is based on the value-based point of work, to tall quality based on shared getting a charge out of and recognized. A high-quality relationship comes around in a feeling of commitment on the parcel of the supporter to answer through another level of exertion and positive result. Pioneers work out their impact over their pros through their considered works out (Sanctum Hartog and De Jong, 2017). The leader's behavior will affect the quality of the relationship between the pioneer and the subordinate. Uhl-Bien and Graen, (1995) explained that having a high-quality relationship with one's pioneer can move forward an employee's innovativeness in a few ways. Chen et al., (2007),

to begin with, leader-follower dyads with high-quality LMX are more likely to have high-quality cleverness in which they trade respected assets. Pioneers as well tend to share suppositions more comprehensively and helpfully with aficionados on the off chance that they have built high-quality affiliations with these devotees. These respected assets and conclusions having shapes will get arranged with essential data and information that offer the assistance they make higher levels of inventiveness (Amabile, 2013).

Pioneers are more likely to bolt in supporters with whom they have built high-quality affiliations and convey such devotees more independence with which to approach their work (Gomez and Rosen 2011). With seen opportunity over work execution, engaged adherent's workspace, paternalistic pioneers show up concerned for followers' career progress, endeavor to actuate it the reasons behind followers' down and out an execution, allow coaching and mentoring, and provide chances for changing botches at work (Cheng et al. 2000; Pellegrini & Scandura 2018).

Interior the non-workspace, paternalistic pioneers treat devotees as family individuals, offer assistance to followers amid individual crises, avoid the open disgrace of supporters, and take care of followers' family individuals (Farh et al. 2008). In a work environment where the specialists see their boss as engaging, this will result in a high-quality relationship. Routinely, high-quality LMX offers the supporters rewards such as assets, challenging errands, and mentoring, and as a way of response, partners show up optional behaviors pointed at advancing organizational comes almost (Amundsen, 2014).

The center of paternalistic specialist is to acknowledge inside the common regard of each individual. Concurring to leader-member exchange theory, social components, such as interpersonal interaction, may affect how individuals recognize with a gather. Paternalistic pioneers who show up lowliness, realness, and interpersonal affirmation make a favorable working environment, where supporters feel solid. In this way, the effect of the paternalistic organization on followers' inventive execution be influenced by the quality of the LMX.

Such individuals may create a sense of conviction and be more confident to carry out work-related works; that's, the paternalistic specialist will be instrumental

for individuals with a high-quality LMX in overhauling not because it was their acknowledgment of their status in an assembly. Creativity will be more influential when individuals set up a strong energetic affiliation with the leader; that's, individuals with high-quality LMX may see themselves as in-group people, and they can finish more productive resources, such as benefits, preparing, and advancement, which is a capacity to hail to representatives that they have picked up insider status. Within the between times, creative ability is to some degree set up inside the imperative messages transmitted from an organization to its representatives.

As proposed by Amundsen (2014), the quality of the relationship between leader and subordinate contains a critical impact on whether leader behaviors lead to favorable subordinates. This relationship ranges from totally based on exchange contracts (i.e., a low-quality LMX) to those that go past the exchange contract, which is characterized by shared acknowledgment, regard, and complementary impact (Wang et al., 2015). Where a tall LMX exists, subordinates will get more of an opportunity to see at unused contemplations, get standard input, and select up from their supervisors' capacity (Atitumpong & Badir, 2018).

Martin et al., (2016) concluded that a high-quality relationship comes almost in-subordinate feeling obliged to reply through their higher level of effort for favorable comes about (Lee et al., 2019). As prescribed, agents in high-quality associations are much likely to gotten to be innovative since of their centered approach to challenging errands, higher risk-taking, and interpersonal back by Volmer et al. (2012). Other than, past revelations have associated a tall LMX with extended creative behavior (Javed et al., 2018), a positive relationship with citizenship behaviors (Ilies et al., 2017), and errand execution. In this way, this considers around sets that ethical leaders, carrying on with insightfulness and considering collective welfare, impact subordinates with low LMX affiliations to require after ethical leaders' behaviors. A moo level of LMX progresses subordinates' inspiration to answer and feel a commitment to act with judgment such diminishes subordinates' considering to violation of rules for institution welfare. Moral leaders hold tall ethical measures and set a case for subordinates. For subordinates making high-quality trade affiliations, their leaders have tall ability and selflessness. As of

present communication, the ethical pro is conflictingly related to PSRB.

In line with social exchange theory, laborers in high-quality affiliations are more likely to answer through paternalistic masters. As of presently battled and orchestrated pioneer will more likely debilitate guilefully considering since pros are guided as to what they ought to do or not do. The organization is considered a pivotal trailblazer of advancement (Hughes, Tian, Lee, Newman, & Legood 2018). Commonly, high-quality LMX offers the followers rewards such as assets, challenging errands, and mentoring, and as a way of response, aficionados show up optional behaviors pointed at advancing organizational comes approximately, (Amundsen, 2014).

Earlier thoughts about in this respect have been conducted beneath the scope of leader-centricity, where the part played by the pioneer is seen as a dynamic which is played by the devotee as inactive. Such a view could be a deception of the reality since both the pioneers and supporters can play dynamic parts (Hollander, 1992) and the followers can play an imperative portion in deciding their parts within the by and large administration handle (Uhl-Bien, Riggio, Lowe, & Carsten, 2014). Besides, the devotees may effectively include themselves within the general social trade prepare which in turn decides the degree of their relationship with the pioneer (Meindl, 1995).

We set that the more this trade handle yields useful connections between pioneers and representatives, the more the representatives will be likely to show and lock-in in inventive behavior (Crede & Hurts, 2017, Huang, Carnevale, Yuan & Woodman, 2010). The leader-member exchange (LMX) hypothesis sets that pioneers and workers create bonds as a result of different work-related intuitive amid which the individuals evaluate each other and clarify their desire from each other (Liden, Erdogan, Wayne, & Sparrowe, 2006).

These dimensions are centered generally on the formal work relationship. In any case, LMX is not based exclusively on job-related components; it can incorporate socially related currencies (Liden et al., 1997). LMX is composed of three dimensions: mutual regard of each other's capabilities; an extending sense of corresponding belief; and a strong sense of commitment to one another within the

working relationship (Graen & Uhl-Bien, 1995). LMX appears the quality of the relationship shared by chairmen and subordinates, and the quality of LMX depends on the altar of complementary regard, conviction, commitment, and a sense of commitment between both parties (Graen and Scandura, 1987). Hence, tall quality LMX makes strides specialist fulfillment with their pioneers, and in this way, creates several favorable job-related comes approximately, i.e., higher work execution, work fulfillment, commitment, organizational recognizable affirmation and, OCB (Cha & Borchgrevink, 2018; Kim and Koo, 2017; Wang et al., 2017).

For case, many people may regard capable capability in LMX theory of administration and relationship although others regard a dyadic assistant they can regard as a companion. Liden and Maslyn (1998) proposed four estimations of LMX associations, labeled commitment, impact, dedication, and proficient respect. Though the commitment measurement contains a put to work-related cash, the impact, commitment, and proficient regard estimations are more social financial benchmarks. With an introduction of the multidimensional character of parts and exchange materials, they proposed that LMXs are made and persevered in a few ways, checking non-work centered or related brilliantly. Liberal masters unequivocally move followers' appreciation toward, an acknowledgment in, and identification with the pioneers, which all lead to the movement of a high-quality LMX. With high-quality LMX, darlings feel that they are obliged to jolt in more inventive work associations, have more respected data and information from common asset trade and conclusion sharing, which leads to predominant imagination abdicate. LMX will mediate the relationship between generous specialists and morality's creative energy. Concurring to Tierney et al. (2019), one significant approach for pioneers to apply influence on followers' creativity is relationship building. Kind specialist emphasizes the relationship between pioneers and supporters, and we propose that LMX captures the mental get ready essential the comparing relationship between kind pioneers and lovers (Farh & Cheng 2000).

In spite of the fact that both chairmen and subordinates dyadically make working affiliations, in any case, the boss's run appears in keeping up LMX affiliations (Dulebohn et al., 2012). This asks roughly analyzes the unmistakable parcel of

three estimations of paternalistic masters in LMX for a reason that the chairmen control the LMX relationship in a comparing exertion toward making a quality dyadic leader-member relationship (Lapierre & Hackett, 2004).

Since, three measurements of paternalistic administration have unmistakable characteristics; one may contend that the paternalistic administration measurements ethical quality, paternalism, and dictatorship exclusively affect LMX in several ways (Carnevale et al., 2017; Gu et al., 2018; Zhang et al., 2015). In this way, based on this literature, it is hypothesized that

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

2.3 LMX and Innovative Performance

The enhancement makes a distinction between the organizations to select up the competitive edge and to guarantee survival in this energetic commerce environment (Kilic, Gunday, Ulusoy, & Alpkan, 2011). But headway may be a major forerunner of competitive edge and survival; businesses still discover movement to be an overwhelming errand (Kuratko, Hornsby, & Covin, 2014). In this way, it is vital to note that the operators are the major driving drive behind enhancement (Bartol & Zhang, 2010), and in this way, it gets to be essential to see the variables that drive the specialist to jolt in inventive behavior.

A few researchers concluded that in high-quality LMX affiliations, masters are broadly and altogether contributed interior the relationship and work past their formal work depictions in return, for the case, for choosing to assist others or starting changes. Leader-member trade (LMX) is defined as “the quality of trade between executives and subordinates”. The concept of the LMX hypothesis is that viable pro shapes happen when pioneers and darlings can make pro affiliations (organizations) and thus select up and get to the different benefits these affiliations bring. Driven by the standard of correspondence, high-quality LMX masters may be influenced to shock in innovative behaviors to goad their pioneers. Along these lines the combination of favorable certification of creativity and the

intrinsic/extrinsic motivation all offer help make social prompts and boosts crucial to innovative self-efficacy. Showed up with these social prompts and staggers, an employee's inventive self-efficacy is more likely to be traded into innovativeness. Be that since it may, in case the pro has little innovative self-efficacy, that person will not be organized and able to answer to the pioneer with creative improvement without a question in case tall LMX is appearing. To illustrate, underneath high-quality LMX conditions, tall innovative self-efficacy laborers will be orchestrated and able to answer to a pioneer giving them back and resources for innovativeness with a "will do" mien and comparing works out.

In this way, (Tett & Burnett, 2003), we expect that tall inventive self-efficacy operators with moo LMX will not have their inventive behavioral reaction "activated" since the social signals bracing imaginative vitality are less likely to have appeared. Underneath the condition of moo LMX, we are progressing to anticipate that operators will not be given back (Liu et al., 2012) nor will they have the inspiration to energize their imaginative vitality.

The relationship between LMX and progression has been considered at some point as of late, but this request has failed to supply a clear and relentless answer concerning the quality and nature of this relationship (Khalili, 2018). Without a doubt, a couple of considering report a facilitated effect of LMX on advancement (Dämmer, Schermuly, & Meyer 2013; Yuan & Woodman, 2010), even though others come up brief to find such facilitate impacts (Davoudi, & Taştan, 2015). A few ponders have evaluated the relationship between LMX and advancement, but with blended comes around. A few found a facilitated impact of LMX on headway (Schermuly et al., 2013; Yuan & Woodman, 2010).

In these contemplations, operators who charmed in a tall quality LMX relationship with their pioneers were more creative. For outline, Scott, and Bruce (1994) carried out a field consider among R&D experts interior the US and found that LMX was genuinely related to the individual's imaginative behavior. In any case, other found no encourage the impact of LMX on progress (e.g., Agarwal, Datta, Blake-Beard, & Bhargava, 2012; Tas, tan & Davoudi, 2015). For layout, Lee (2008) as well carried out a field consider among R&D specialists and found that LMX was

not related to advancement, and Tas, Tan and Davoudi (2015) found in a field consider that LMX was not specifically related to movement, but since it was by recommendation through tolerating. All in all, existing inquire around offers questions that come nearly on the relationship between LMX and movement. We recognize that the nature of the progress handle, and the way it is commonly operationalized, may clarify these clashing approaches.

The trust of an employee is inseparable from the involvement of superiors as commanders and subordinates as executors of work (Lambert, et.al., 2017). According to Jiang and Gu (2015) in implementing work completion, an employee can do creative or spontaneous things to solve work problems. This kind of employee creativity cannot just happen. However, the employee who does creativity in work are usually workers who understand the type of work, steps to complete the work, and more or less can already read the risks that will occur if he does certain creativity. Employee creativity arises due to individual motivation to be able to complete the burden of work responsibilities following the trust given by the organization and the relationship between superiors and subordinates (Pan, et.al., 2012).

According to Dul and Ceylan (2011), organizational inputs and outcomes are associated. There is a mental process carried out by individuals in the form of new ideas or products, or combining the two so that they will ultimately be attached to him. Thus, individuals who are within the scope of the organization need creativity. In other words, creativity is something that is an embodiment of one's mental ability and curiosity to create something new (Pan, et.al., 2017).

Whereas Amabile (2004) states that the conceptual component of creativity contains an extrinsic component that is influenced not only by subsequent interests but also by the performance aspect, namely the performance aspect that influences creativity. There are three conceptual components for creativity, namely: domain-relevant skills to creativity, creative thinking, and motivation in work. According to Kim, Hon, and Lee (2010) measurement of creativity are creative thinking skills, and motivation. Motivation is the encouragement of internal and external factors that cause an individual's behavior to be oriented towards specific goals (Mikkelsen, Jacobsen, & Andersen, 2017).

The belief of a worker is indivisible from the association of bosses as commanders and subordinates as agents of work (Lambert, et.al., 2012). This kind of worker's imagination cannot fair happen. In any case, the representative who does inventiveness in work isordinarily specialists who truly get it the sort of work, steps to total the work, and more or less can as of now examined the dangers that will happen in case he does certain inventiveness. The worker inventiveness emerges due to personal inspiration to be able to total the burden of work dutiesin agreement with the belief given by the organization and the relationship between bosses and subordinates (Mikelsen, et.al., 2017).

There are three conceptual components for imagination, specifically: domain-relevant abilities to inventiveness, imaginative considering, and inspiration in worked. Concurring to Acobsen, Hon, and Lee (2010) estimation of inventiveness areimaginative considering abilities, and inspiration. Inspiration is the support of inside and outside components that cause an individual's behavior to be situated towards particular objectives (Andersen, 2017). in actualizing work completion, a representative can do imagination, or unconstrained things in arrange to unravel work issues. Jiang and Gu (2015)

The organizational conviction related to creative energy. That's a mental handle carried out by individuals inside the shape of unused considerations or things, or combining the two so that they will eventually be joined to him. It states that the conceptual component of creative ability contains an outward component that's affected not because it was by the resulting interface, but as well by the execution viewpoint, to be particular the execution viewpoint that impacts creative energy. (Dul 2004).

In this way, (Skillet, et.al., 2017) individuals who are inside the scope of the organization require creativity. In other words, creative energy is something that's a representation of one's mental capacity and intrigued to create something un used. Concurring to organizational convictions related to creative energy. That's mental planning carried out by individuals inside the shape of unused considerations or things, or combining the two so that they will inevitably be associated with him. In completing errands, the relationship betweenLMX will influence paternalistic

authority and worker inventiveness. The terrible relationship between pioneers and subordinates can cause a need of belief given so that it can decrease worker inventive execution. Belief and inventiveness may have a near relationship with personal inspiration. Amabile and Ceylan (2011).

As pointed out earlier, even though there's support for an association between LMX and movement, the comes nearly are not solid (Khalili, 2018). As Carnevale et al. (2017) put it: "Therefore, a greatly honest to goodness address that must be inquired is whether LMX is fundamental inside the movement of person imaginative behavior or whether this effect is being driven by the cover on innovativeness in these measures". We in this way set out to explore in case LMX especially impacts headway, or if LMX maybe impacts progress by suggests inventiveness. More often than not, a fundamental address since the proposals of LMX particularly impacting progress versus since it was doing so through inventive capacity is unendingly different. An encouraging relationship would be brutal on the off chance that the benefits exchanged in LMX are crucial for movement particularly, that's for employees' capacity to effectively create and execute contemplation.

How can we clarify these variations from the norm? We battle that the impacts of LMX may be tangled since past investigate did not recognize between inventiveness and headway (Hughes et al., 2018), in many cases treating inventiveness as in common-sense allocate of the progress handle (Janssen, 2000) and in many cases operationalizing movement with non-specific and around the world measures of inventiveness and headway (Scott & Bruce, 2017). Restricting innovativeness from headway might offer assistance engage layout the LMX-innovation relationship.

Several studies have shown up that the association between the thought period and a short time later stages of the headway handle is full of complications (Somech & Drach-Zahavy, 2013). Along these lines, progression examiners routinely recognize between "creativity" and "innovation" (e.g., Bledow, Frese, Anderson, Erez, & Farr, 2009; West, 2002), with the past implying to the period of considerations and the last-mentioned implying to the ensuing choice, headway and especially utilization of these contemplations (Amabile, 1996; Hughes et al., 2018; West, 2002). Committed considers have checked on the relationship between LMX and

movement, but with blended comes roughly. One or two contemplations have found and organized impact of LMX on progress (Schermyly et al., 2013; Yuan & Woodman, 2010).

Graen, (2019) shows that the holding between them slowly makes them more grounded, coming around in subordinates getting to be a allocate of the internal center of the pioneer, known as 'in-group'. This sacred put of associations has proposition interior the shape of better back and resources for subordinates. In return, laborers are willing to jar in in extra-role behavior, work out person action, recognize the organization, take perils, etc.

Concurring to LMX hypothesis, to start with, the center isn't on the behavior of a pioneer; or possibly, it is on the relationship between the two, that's a pioneer, and his/ her aficionados. Humble, the relationship between a pioneer and aficionados isn't 'one-to-many'; or possibly, it is 'one-tone', that's, dyadic. Third, the relationship between a pioneer and a subordinate isn't one-way but it may be a two-way handle, that's, allow and take, underneath the LMX appear up. In isolated, a circuitous relationship would be brutal that LMX is especially valuable for thought time but isn't solid for the progress and utilization of these contemplations (Rietzschel & Ritter, 2018).

Since inquire roughly proposes that it is interior the brief time afterward stages of the inventive arrange that a parcel of potential respect is misplaced, it is fundamental for pioneers to know whether making LMX relations will offer to help their supporters work toward profitable advancement, or whether it makes a contrast them convey contemplations that will or may not be executed. . To begin with, we are aiming to battle for an encouraging impact of LMX on headway. At that point, we are planning to show up the debate for a roundabout impact of LMX on advancement through imaginative energy. Interior the taking after regions, we are getting to display contentions for two competing theories.

The relationship between LMX and progression is due to its impacts on agent creativity. Even though this credibility has not in any case been explicitly attempted, some disclosures in past examinations suggest that LMX may be more unequivocally related to the creative ability than to improvement (Carnevale et

al., 2017). For the event, there's examining outlining circuitous relations between LMX and progression (Davoudi, & Tas, Tan, 2015). For case, found in a field consider that work engagement interceded the relationship between LMX and advancement, which LMX did not impact progression straightforwardly (Agarwal et al., 2012).

That the impacts of creative energy on work come approximately is facilitated by LMX such that the relationship between inventive vitality and execution is maximized when a tall quality LMX relationship exists (Martinaityte and Sacramento, 2012). As inventive vitality is inquiring and risky, supervisory back is routinely required (Cummings & Oldham, 2017). Without an address, different contemplations (e.g., Carnevale et al., 2017) have lent reinforce to the thought that LMX advances laborer inventiveness. People with tall quality LMX are given more challenging assignments, have more discernible flexibility and choice scope and their closer ties to pioneers allow them more data and assets. One considers has sketched out (Dienesch & Liden, 2016).

Concurring to the LMX hypothesis, the relationship between the pioneer and the subordinate is characterized by a comparing trade of benefits (Yukl, 2019) which may bring around positive comes about for the pioneer, the pro, and the organization. Pioneers and devotees bring unmistakable sorts of assets for an exchange to the relationship (Graen & Uhl-Bien, 2015). While pioneers can allow laborers with, for the occasion, independence, open and true-blue communications, back, and certainty, operators can do extra work, take more unmistakable commitment, and commit to the leader's targets (Dansereau et al., 2015). Pioneers and operators make their relationship over time through a course of activity intuitively (Nahrgang, Morgeson, & Ilies, 2009).

Locks in imaginative behavior is an extra-role behavior, which gets fueled in cases of tall LMX laborers, who, are orchestrated to volunteer for uncommon assignments or do additional work without pay (Graen & Uhl-Bien, 2015) without a doubt although they may be energetic, rejecting their fundamental work portrayal (Liden & Graen, 2015; Graen et al., 2019). Interface, such work can be unstructured work or a career chance (Graen, 2019). In return, tall LMX specialists get

assets such as impact, scope, bolster, etc. Shockingly, these resources are at standard with the organizational qualities recorded by Amabile (1988) in her starting appearance, which contrasts to drive innovativeness among masters, especially versatility, assets, back, assertion, time, challenge, etc (Graen & Scandura, 2017). The strategy of thinking of this conclusion modifies closely with the characteristic endorsing speculation perspective (Tett & Burnett, 2003) for understanding identity interior the work environment. The technique of making and actualizing unused contemplations isn't as basic and clear and because it was applying exertion and time (Diliello et al., 2011; Hasse et al., 2018). Or possibly, a few surveys and observational considers have proposed that innovative self-efficacy's effect on laborer inventive capacity may be startling on specific circumstances, and these consider have called for investigation to recognize such conceivable results (Richter et al., 2012; Hasse et al., 2018).

Scott and Bruce (1994), in their test work, a midway development of work on blue-collar masters by Basu (1991), proposed that back and resources promoted to tall LMX specialists have a positive effect on their creative work behavior. Comparative recognitions have been made by various following works (e.g., Atwater & Carmeli, 2019; Tierney, Farmer, & Graen, 2019). Of late, considers around have endeavored to recognize coordinating and capture components impacting the effect of LMX on the innovativeness of agents (Volmer, Spurk, & Niessen, Gu, Tang, & Jiang, 2015; 2012; Yuan & Woodman, 2010).

H3 There is a positive impact of LMX on Innovative performance.

H4: LMX mediates the relationship between paternalistic leadership and Innovative performance.

2.4 The Moderated Effect of Power Distance on Innovative Performance

Organizations having power distance can control the influence of management practices on employee attitude (Sander, Yang, & Li, 2019). Power distance is

important, but the misuse of power is a major concern. In high power distance cultures, the employee can simply accept the unusual behavior as they consider it right by someone having power and authority. Furthermore, the system allows the higher authorities to decide on their own (Iqbal & Rasheed, 2019). Auh, Menguc, Spyropoulou, and Wang (2016) detailed that control separate is the sum of unequal control such as status, cash, control, specialist, and position, which is acknowledged by certain people, bunches, and organizations. Besides, the representatives in tall control remove encounter more abuse as compared with moo control separate social orders (Lin, Wang, & Chen, 2013). Control partitioned alludes to the degree to which individuals, acknowledge disparities in control, status, wealth as unavoidable, genuine, or sometimes functional (Hofstede, 1980). In an organizational context, the meaning of control removal often corresponds to the degree to which individuals believe that bosses ought to have more power and specialist to impact employees' actions and behaviors (Dorfman & Howell, 2017).

The advancement could be a work in which individuals need to continually work with others to share creative thoughts, advance the thoughts and solutions, legitimate them by getting bolster from others inside, and at last apply a show of the innovation within the organization (Kanter, 2018). Similarly, culture could be a set of values and beliefs that individuals in society collectively share (Schwartz, 2019). Individual's social values are frequently a backhanded pointer of the social values that win within the organization (Schwartz, 2019). Thus, the more people share social values with others, the more they are likely to share common thoughts concerning advancement, too. Especially, organizational culture is reflected in individuals' social introductions at the organizational level. In this way, the understanding of organizational culture can help us to understand the handle of advancement. For illustration, Hogan, and Coote (2013), utilizing Schein's organizational culture show illustrated the positive effects of values. Moreover, the system licenses the higher authorizes to select on their claim(Wang & Guan, 2018). (Wang, & Chen, 2014). point by point that controls isolated is the entirety of unequal control such as status, cash, control, master, and position, which is recognized by certain individuals, bunches, and organizations. Moreover, the agent

in high control evacuates inclusion more mishandle as compared with low control isolated social orders. Auh, Spyropoulou, and Wang (2016) The subordinates in moo control partitioned expect that the boss would explorefor information from them and regard their supposition. When the boss is authoritative they are inclined to reply unfavorably but comparing to tall control isolated when the pioneer appears tyranny the special ist may feel dishearten, disrespected, and as well much controlled and see progress to be unequivocally related to despot figures (Rasheed, 2019).

The subordinates in control remove anticipate that the boss would look for data from them and appreciate their supposition. When the boss is definitive, they are slanted to respond contrarily but compared to tall control separate when the pioneer shows dictatorship the worker may feel discouraged, disrespected, and as well much controlled and see forward to being emphatically associated to dictator figures (Wang & Guan, 2018). Prior ask about outlined that control separate introduction impacts the interpersonal interaction and relationship between administrator and worker. Graham, Clean, and Ziegert, (2018) examined the control separate and inconsistency of predominant and representative. The comes about appeared that in case the boss makes a high-power remove, representatives don't consider it imperative to require duty. At that point, such workers may be awkward with the boss and bad habit versa. Daniels and Greguras (2014) clarified that control separation may be a rate that isolates individuals; control removal is particularly basic in seeing the auxiliary evaluation since control is vital in all perspectives. As control removal is crucial it is classified into the small scale and smaller scale levels. These analysts found that control separate limits the condition for most organizations. Concurring to writing, control removes in organizations impacts inventive work behavior through interpersonal intelligence including communication (Alves et al., 2006). In high power remove culture organization, people are regularly an inactive recipient and the communication for heading and choice-making occurs in a top-down manner (House et al., 2004). Although sharing information could be a significant figure within the innovation process (Goldsmith & Witt, 2005; Lyons & Hendersen, 2005), the level and amount of information traded among the workers

are limited in full control separate environment (Bialas, 2009). Development handle that happens in three steps, the era of imaginative thoughts and promotion and execution of the ideas (Scott & Bruce, 1994). Though thought generation involves generally personal exercises, the promotion and realization of inventive ideas require considerable social communication.).

Power distance also varies from culture to culture as in high power distance culture and low power distance culture. In low power distance managers or higher authorities are considered a position role as they listen to the employee concern and in high power distance culture, high authorities place organization interest over individual needs (Liu, 2018). While looking at the culture of Pakistan, the high-power distance culture prevails in the organizations, the employees that are affected and they choose multiple tactics to gain support from seniors. Pakistan has high power distance culture in which employees value their in-group relationship based on association and other ascriptive ties and prefer to handle their relationship, so their cronyism is more likely to occur (Khatri, Tang, & Begley, 2016). Chen (2019) said that high power distance culture may create greater damage for out-groups or members who may share the current circumstances and engage in greater favoritism so that power distance is positively related to both favoritism and cronyism. Newman, Le, North-Samardzija, and Cohen, (2019) and Lian et al., (2016) also gave a clue that power distance can be an enhancer for moral disengagement.

Power distance has achieved an important point in different sectors as it is a vital cultural value that explains accepting the authority. (Yang et al., 2017). On a societal level, power distance mentions the extent to which society accepts the fact that power in institutions and organizations is distributed unequally (Hofstede, 1980; Farh et al., 2017). Subordinates with more power distance standards have faith in the fact that this distance is due to their status and they (the subordinates) are more obedient towards their leaders. In these situations, more distance in power appears to be more suitable.

Cultures high on the power distance index are regularly associated and talk less to gather individuals, as they depend intensely on the individual with the most

noteworthy status within the bunch to decide and make the last choices. In this manner, tall control societies "may not continuously cultivate inventiveness, and can now and then weaken it. The demonstrate look at the imagination of bunches based on gathering part intuitive that happen in confront to confront assembly or teleconferences, and person worker commitments to the bunch. Yuan and Jing Fearon illustrate how independence and collectivism relate with control separate as well as its effect on inventiveness in a conceptual model.

On the contrary, persons with less power distance standards believe that authority should be distributed properly, and everyone should have the same privileges. (Yang et al., 2017). In high power distance, the subordinates are unconcerned about the fair distribution of power. They show the least concern about it, the level of social exchange high or low between them, they are likely to accept it (Wang, Zhou, Bao, Zhang & Ju, 2020). So, when there is high power distance employees accept the orders of a supervisor without any question.

Higher PDI societies ordinarily embrace a dictatorial administration style, which implies subordinates may be improbable to approach and negate their bosses straightforwardly. Nations with tall power distance cultures often accept that there's nothing off-base with disparity and everybody has positions. France, Malaysia, China, Belgium, and the Middle Eastern world are respected as cases of nations or districts with tall PDI societies. Higher PDI societies ordinarily embrace a dictatorial administration style, which implies subordinates may be improbable to approach and negate their bosses straightforwardly. Nations with tall power distance cultures often accept that there's nothing off-base with disparity and everybody has positions. China, Belgium, France, Malaysia, and the Middle Eastern world are respected as cases of nations or districts with high PDI societies.

Once the group is categorized by the high-power distance, juniors are forced to show their respect and obedience to the ones above them in status as they know that this status difference is essential (Farh et al., 2017). In such situations, workers take commanding attitudes for-granted (Lin et al., 2013). 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, 2017). But, the struggle from the servant leader, for the betterment of the subordinates, is dependent upon the willingness of the subordinate to complete the responsibilities individually. (Hofstede, 2001; Lin et al., 2013). 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, 2017).

Based on the above literature it is hypothesized that;

H5: Power distance moderates the relationship between paternalistic leadership and leader-member exchange in such a way that it strengthens the relationship when high and vice versa.

2.5 Research Model

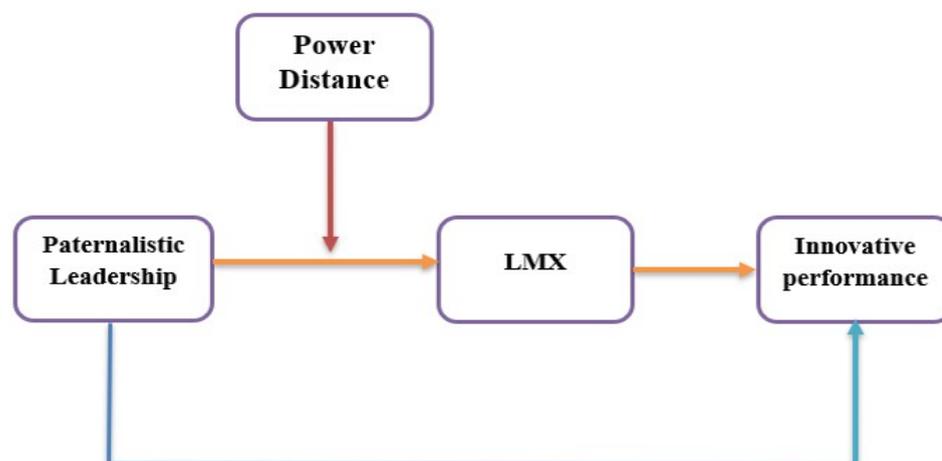


FIGURE 2.1: Framework

2.6 Summary of Research Hypothesis

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

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

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

H₄: LMX mediates the relationship between paternalistic leadership and innovative performance.

H₅: Power distance moderates the relationship between paternalistic leadership and leader-member exchange.

Chapter 3

Research Methodology

The research design includes separate methods/practices that have been utilized for the composition of the investigation. Research techniques/practices are specified as strategies researchers utilize applying in investigating alternatives.

3.1 Research Design

For the present research effort, we are getting the help of quantitative research by applying reliable procedures and instruments. For measurement arrangement, the utilization of surveys consisting of demographics such as age, gender, qualification, and experience. Past researches utilize different sorts of mediums such as online overviews, self-administered surveys, and phone interviews (Ary, Jacobs, Razavieh & Sorensen, 2006). The current study primarily employs a self-administered survey for data collection as questionnaires are for the most part utilized to gather the information for examinations (Bowling, 2005; Cavana, Delahaye & Sekaran.)

3.1.1 Type of Study

This study is quantitative, hence cross-sectional data were gathered in a natural setting. Almost 384 survey questionnaires were distributed as Krejcie and Morgan (1970) considered it a reasonable sample size for consideration. A cover letter

has been added with questionnaires for a better understanding of employees. It will bring clarity regarding the nature and purpose of the study. For the study, project-based organizations are targeted to achieve accurate data. Overall 302 dependable responses have been gathered and considered for the analysis

3.1.2 Study Setting

The present research is not controlled due to some respondents, i.e. personnel of public and private project-based organizations have been approached on their work and they completed the questionnaire in ordinary work surroundings (Brennan, Chugh & Kline, 2002). The employees of project-based organizations were given a Google Docs link to fill out the survey questionnaires. In a few organizations, questionnaires were provided in hard form to obtain a response immediately. Overall, the survey questionnaires were filled by both physical and online approaches.

3.1.3 Unit of Analysis

The unit of analysis considers men and women or objects whose characteristics and assortments are to be analyzed within the consideration, it may furthermore be dyad, Individuals, group, country, industry, or manager from which analysts obtain information. The unit of analysis for this study is individual employees, their perceptions, and understanding of different concepts. Thus employees from the project-based organizations from twin cities of Islamabad and Rawalpindi were targeted.

3.2 Population and Sample

3.2.1 Population

The population of the study is project-based organizations like NGOs, IT-related companies like software houses. The participants were employees working on

projects like managers, an assistant at the executive level, team members of any designated project team.

3.2.2 Sample and Procedures

The study was based on simple random sampling due to time restrictions. Most of the responses were self-administered. We utilized a pilot ponder as concurring to Leary (2004), the strategy in which an examiner chooses a bunch of objects, people, or things from the chosen centered on the masses for the examination is insinuated to assessing. Concurring to the going some time recently the examination, the looking at the objective in a quantitative request is to encourage a gathering of characters who is the ace of a mammoth bunch of people, or who offer required uncommon information.

As indicated in social sciences, test sharpen is facilitated unequivocally as in separate to discover out around the whole people. The information was collected at one time from project-based organizations like (Bizz Bolster, C&W transport, C sort arrangements, Individual computer Administrations, and Swipe tears). The information collection took around one month.

3.2.3 Research Philosophy

Positivism was once reinforced with the help of the speculative deductive strategy. Concurring to Neuman (2006), researchers in social science disciplines are excited to watch positivists investigate ideal models. In a positivist research logic, the quantitative inquire about the procedure is respected as the foremost fitting strategy.

3.3 Instrumentation

The questionnaire comprised two sections. Section one included items about respondent's demographics (gender, age, work experience), and the second section

included items for the independent variable (Paternalistic Leadership), mediating variable (LMX), dependent variable (innovative performance), and moderator (Power Distance).

TABLE 3.1: Sources Of Items, Instrumentation Sources & Reliabilities

Variable	Source	No. of Items
Paternalistic Leadership (PL)	Cheng et al. (2003)	14
Leader-member change	ex- Graen and Uhl-Bien's (199%)	7
Innovative performance	Scott and Bruce's (1994)	6
Power Distances	Brockner et al., (2001)	4
		31
Cumulative value		

3.3.1 Paternalistic Leadership

The scale of paternalistic leadership adopted by Cheng et al. (2000) consisting of 18 items, These items are evaluated using a five-point Likert scale (1=strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree)

3.3.2 Leader-Member Exchange

LMX is being evaluated by utilizing Graen and Uhl-Bien's (199%) seven-item LMX scale, it is a five-point Likert scale (1=strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree)

3.3.3 Innovative Performance

The items measuring individual-level advancement execution were embraced from Scott and Bruce's (1994) six-item imaginative behavior degree. It was planned for

workers who work in innovation-related ranges. All six things were summed to determine the degree of each senior R&D venture group member's individual-level development execution.

3.3.4 Power Distance

The 4- item scale developed by Brockner et al., (2001) is being utilized for assessing power distance. The measures included in this scale are "There should be established ranks in an organization with everyone occupying their rightful place regardless of whether that place is high or low in the ranking". Its a five-point Likert scale (1=strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree)

3.3.5 Data Analysis Tools

For analyzing information collected through surveys, the SPSS was utilized. All required analyses were performed i.e., correlation, regression, etc.

3.4 Sample Characteristics

Out of the 302 include up to respondents, the bigger portion was energetic. The respondents between age 18 to 20 a long time were 104, while the some participants of 26-to-33-year age were 92, as the age vary 18 and 33 considered energetic, they contributed 82.2% of the complete responses to the appear to think around.

The center age respondents from age 34 to 41 a long time were 47 and the respondents of age 42 to 49 a long time were 9. Inside include up to test of 302 the masses, 202 were male and 100 were female, having a rate of 66.9% and 33.1% separately.

As expected, male agents are working in lion's share as responded to female colleagues, subsequently showing up clarity with acknowledgments around that Pakistani culture's male winning society.

3.4.1 Gender

These demographics that were a part of the questionnaire included gender as a critical factor. Both genders are as of now serving as Project-based organizations.

TABLE 3.2: Gender

	Frequency	Percent	Cumulative Percent
Male	202	66.9	66.9
Female	100	33.1	100
Total	302	100	100

Table: 3.2 depicts information about gender. The table revealed that the more respondents were male employees comprised of 66.9% and the remaining 33.1% were female employees.

3.4.2 Age

Age has been considered another critical figure in this study as the innovative performance caused due to paternalistic authority may be different in youthful and ancient age representatives.

TABLE 3.3: Age

	Frequency	Percent	Cumulative Percent
18-25	154	51	51
26-33	92	30.5	81.5
34-41	47	15.6	97
42-49	9	3	100
Total	302	100	

Table: 3.3, delineates that most respondents had been age between “18-25” as it constituted for about 51.0%, 30.5% had been these respondents having age range

between” 26-33”, furthermore, 1%. 6% of the respondents had an age between “34-41” and remaining were 3% of sample size.

3.4.3 Qualification

It was important to include qualification as a factor as the study is about the workplace of different projects.

TABLE 3.4: Qualification

	Frequency	Percent	Cumulative Percent
Intermediate	102	33.8	33.8
Bachelor	127	42.1	75.8
Master	68	22.5	98.3
MS/PhD	5	1.7	100
Total	302	100	

It was aimed to find out whether the qualification affected the results or not. Table: 3.4 represents information regarding the qualification of the respondents. Most of the respondents had an education of Bachelor, comprising 42.1% of the respondents whereas 33.8% were those who were Intermediate qualified. Mater’s having a percentage of 22.% and the remaining were 1.7% of MS/Ph.D. holders.

3.4.4 Experience

To accumulate records about respondent’s ride different levels have been set so that the participants can without difficulty reply about their experience.

TABLE 3.5: Experience

	Frequency	Percent	Cumulative Percent
1-5	200	66.2	66.2
6-10	96	31.8	98
21 & above	6	2	100
Total	302	100	

Table: 3.%, showed the records involving the experience of the respondents. The table shown that greater respondents had an experience of 1-% years comprised of 66.2%, 31.8% of the respondents have been those having an experience of 6-10 years, 2.0% were those respondents who had the experience of 21 & above.

3.5 Data Collection Procedure

Data had been assembled from the project-based organizations on the reference by instructors, relatives, and companions. Particularly, in Pakistan but the reference information collection isn't a straightforward errand. Hence, each doable effort was done to maximize the support of lively representatives in this ponder. The respondents have been asked to contribute and supply agreement within the information gathering handle. For guaranteeing the secrecy of respondents' information they have been ensured that their character in terms of title or their responses will not be uncovered to anybody so that the respondents don't feel wavering in responding the survey and the analyst can minimize the blunder in filling the survey.

Information was collected from project-based organizations for all factors of the current ponder. Around 384 surveys were dispersed among the populace by utilizing e-mail ids and What's-app numbers as due to covid-19 widespread instructive education are being closed by government orders. Send google doc link on mail ids and through What's-app and ask instructors fill that survey for proposal investigations inside a week we get a reaction on a google sheet. Information on the autonomous variable (i.e. Paternalistic authority), subordinate variable (i.e. inventive execution), intervening variable (i.e. pioneer part trade), and directing variable (i.e. control remove), had been collected through the faculty.

Chapter 4

Data Analysis and Discussion

This chapter consists of descriptive records (Mean & Standard deviation), analysis of correlation, regression evaluation alongside moderation and mediation analysis. For analysis, Statistical Package for Social Sciences (SPSS) is used.

4.1 Descriptive Statistics

TABLE 4.1: Descriptive Statistics

	N	Min.	Max.	Mean	Std. Deviation
Gender	302	1	2	1.33	0.472
Age	302	1	4	1.71	0.836
Qualification	302	2	5	2.92	0.791
Experience	302	1	5	1.39	0.692
Paternalistic Leadership	302	1.29	4.71	3.41	0.652
Leader-Member Exchange	302	1.29	4.86	3.47	0.754
Power Distance	302	1	5	3.29	0.825
Innovative Performance	302	1.5	4.67	3.57	0.614

Table 4.1 shows up that 2 is the foremost extraordinary esteem for Sex, where 1 coded for male and 2 coded for female. The variables utilized for the present consideration were measured at 5-point Likert scales from 1 to 5. The independent variable, i.e. Paternalistic specialist has mean values of 3.41 and a standard deviation is 0.65. The Innovative execution has mean and standard deviation values of 3.57 and 0.63 exclusively. The Leader-Member Exchange showed up 3.46 and a standard deviation of 0.75 even though the authority inside the think approximately. Power distance had a mean of 3.29 and a standard deviation of 0.82. All the desired data is organized underneath to permit a quick survey.

4.2 Reliability Analysis

The high esteem of Cronbach's alpha signifies that scales were well understood by the respondents. The Cronbach alpha is higher than 0.7 for all variables.

TABLE 4.2: Reliability Analysis

Variable	No. of Items	Reliability
Paternalistic Leadership (PL)	14	0.853
Leader-member exchange	7	0.758
Innovative performance	6	0.735
Power Distances	4	0.825
Cumulative value	31	0.75

Table 4.2 depicts the reliability value of all the variables of the current study. The results revealed that the reliability of paternalistic leadership is 0.853, which is more than the threshold value. Furthermore, the reliability of innovative performance is 0.735 as confirmed in the table, which also depicts that the used scale is reliable; such excessive reliability for this specific variable is present in the literature (Scott and Bruce's (2001). The reliability of leader-member exchange is 0.758, which is also increased than the threshold value, and such reliability of incivility scale is evident in the study of Reio (2011). For this precise variable power

distance, as in the the reliability is 0.825. Overall, all the measures have suitable reliability and higher than the threshold value so it could be concluded that all used scales in this study are reliable measures.

4.3 Correlation Analysis

Commonly, Pearson adjust examination is utilized to calculate the relationship coefficient, as the primary common technique, to degree the reliance between two entireties. The values of the relationship extend from -1.00 to +1.00. Although, +1.00 values appear up a positive relationship, whereas negative values delineate negative associations among the components.

TABLE 4.3: Standard Deviations, Means, and Correlations

Variables	Mean	S.D	1	2	3	4
1 Paternalistic Leadership	3.4	0.65	1			
2 Leader-Member Exchange	3.46	0.75	.553**	1		
3 Innovative Performance	3.57	0.61	.386**	.121*	1	
4 Power distance	3.29	0.82	.126*	.232**	.545**	1

** . Correlation is significant at the 0.01 level (2-tailed). * . Correlation is significant at the 0.05 level (2-tailed).

Table 4.3 shows the correlation among the different variables. The correlation matrix between the study variables listed in **Table 4.3** shows that the extent to which the study variables are linked with each other. As the result reveals that Paternalistic leadership has a significant-high-quality relationship with all the variables. Like the correlation of Paternalistic leadership with innovative performance used to be ($r=.386$, $p < 0.05$), LMX ($r=.553$, $p < 0.05$), power distance ($r=.126$, $p < 0.05$). The research is evident that Leader-member exchange ought to correlate with innovative performance ($r=-.121$, $p < 0.05$) and Power distance ($r=-.232$, $p < 0.05$). The results declare that innovative performance correlates with Power distance ($r=-.545$, $p < 0.05$)

4.4 Regression Analysis

This assessment technique has two shapes; one is basic regression and the other is multiple regressions. Straightforward or direct relapse has coordinated when there are two variables and the thought process is to form a causal relationship.

4.5 Moderation Analysis

To test that power distance moderates the relationship of paternalistic leadership and LMX, using SPSS Process macro model 1 has been run.

TABLE 4.4: Impact of Paternalistic Leadership on Leader-member exchange with moderating role of Power distance

		Consequent			
	Antecedent	B	SE	P	t
X(PL)	B1	0.3824	0.1718	0	2.2
M (PD)	B2	0.3032	0.334	0	7.2
MxX (PLxPD)	B3	0.158	0.725	0	
Constant	I2	1.2843	0.1718	0	
R2 = 0.4092					
F (3,329)299.000,					
p = .0000					
LLCI=0.317					
ULCI=0.448					

The impact of Paternalistic administration on Leader-member trade was tried with the directing part of Power Distance. Relapse coefficient of Paternalistic administration and Leader-member trade is critical at B=0.3828, P-value is >0.000 and B=0.3032, P esteem >0.000 individually. In any case, the coefficient of the interaction term is factually noteworthy at B=0.158 and P esteem >0.000. The overall show is additionally critical at F=299.000, the P-value is noteworthy, and this show clarifies 40.92 variety in Leader-member exchange.

So given criteria shows that for acceptance of the hypothesis the t value should be greater than ± 1.92 . The t value of Paternalistic Leadership is 2.1915 and the value of Leader-member exchange is 7.17. Both values are beyond the limit so; hence, Hypothesis 1 and Hypothesis 5 are accepted. The criteria tell us that all values are significant, which shows that all values are reliable.

4.6 Mediation Results

Indirect Effect

In the presence of mediation that is Leader-Member Exchange in the relationship between Paternalistic Leadership and Innovative Performance might be shown the indirect effect. Therefore, results predict that the direct effect of Paternalistic Leadership on Innovative Performance in the presence of Leader-Member Exchange is $B = .523^{**}$, p-value ($P = .000$) with the F value 298.000 and the R2 is .1756. The non-zero value among the ULCI and LLCI shows that significant mediation exists.

TABLE 4.5: Impact of Paternalistic Leadership on Innovative performance with mediating role of Leader-member exchange

	B	SE	P
PL	0.111	0.625	0.00
LMX	0.523	0.1912	0.00
Constant	1.2843	0.1718	0.00
F = 298.000			
R2=0.1756 (17.56%)			

Direct Effect

Over direct effect depicts the influence of Paternalistic Leadership on Innovative Performance with mediating role of Leader-Member Exchange. Therefore, results predict that the direct effect of Paternalistic Leadership on Innovative Performance in the presence of Leader-member Exchange is $\beta = 0.3529^{**}$, p-value ($p = .000$) with

the lower limit of bootstrap is 0.2159 and the upper is 0.3898. The non-zero value among the ULCI and LLCI show that significant mediation exists.

	B	SE	P
DE of LMX	0.3529	0.696	0.00
	LLCI=0.2159	t=7.1778	
	ULCI=0.3898		

4.7 Validity Analysis

4.7.1 Confirmatory Factor Analysis (CFA)

AMOS 22 was utilized to identify CFA. The esteem ought to be closed to 1. Values that are over 0.90 appearing great demonstrate fit. Confirmatory factor analysis is used for the model fit criteria. It is used to determine that whether the construct is a good fit or not. There is a criterion for the model fit index. The value of CFA should lie within range 1-3 but the value 5 is also acceptable

TABLE 4.6: Confirmatory Factor Analysis of the Measurement Model

Model	CMIN/DF	CFI	TLI	AGFI	RMSEA
Initial Model	1.4	0.76	0.72	0.833	0.03
Modified Model	623	0.993	0.992	0.887	0.015

4.7.2 Measurement Model

To validate the proposed model, CFA is vital to conduct (Gerbing & Anderson, 1988). The proposed show comprises of four inactive factors, paternalistic leadership, leader-member exchange, innovative performance, power distance. The combination of different fit files such as demonstrate, comparative fit record (CFI),

Tucker-Lewis index (TLI), incremental fit index (IFI), and the root mean square of error of approximation (RMSEA) uncovered a great fit measurement.

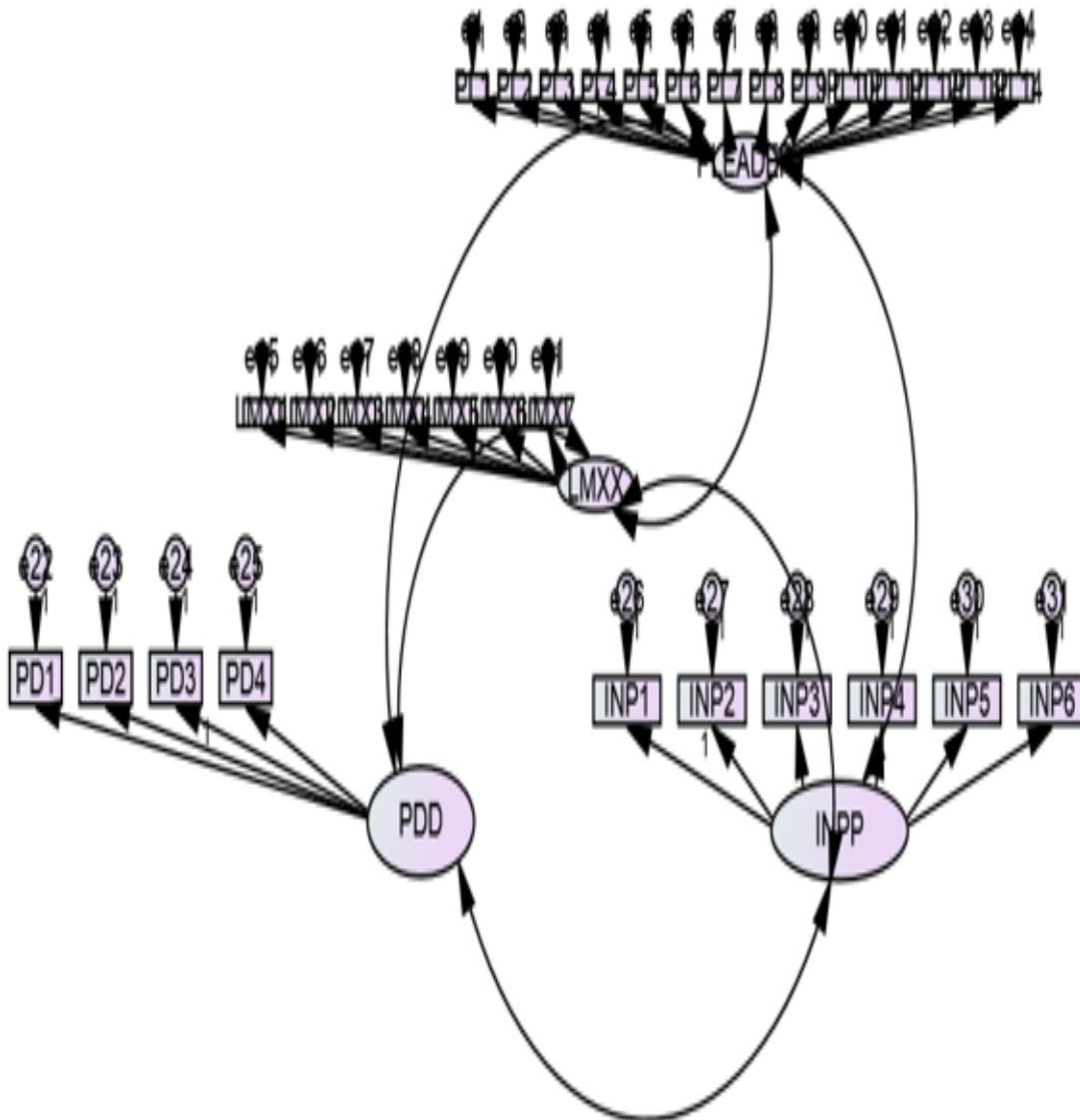


FIGURE 4.1: Measurement Model

The value of IFI is over 0.90. The esteem of CFI moreover is 0.90. The esteem of TLI is additionally over 0.90. On the off chance that all the values of goodness fit record are over their criteria then they demonstrate is fit. As per the CFA, the esteem of chi-square CMIN/Df value is 1.080 that fulfills the commitment for demonstrating fit criteria. The esteem of (RMSEA) Root Mean Square Error of expected was 0.015.

TABLE 4.7: Summary of Accepted and Rejected Hypothesis

Hypothesis	Statements	Results
H1	There is a significant positive impact of Paternalistic Leadership on Innovative performance	Accepted
H2	There is a significant positive impact of Paternalistic Leadership on Leader-member exchange	Accepted
H3	There is a significant positive impact of LMX on Innovative performance.	Accepted
H4	LMX mediates the relationship between paternalistic leadership and innovative performance.	Accepted
H5	Power distance moderates the relationship between paternalistic leadership and leader-member exchange	Accepted

Chapter 5

Discussion and Conclusion

5.1 Discussion

The reason for the current Chapter is to consider the results of the study. This portion of the study moreover intends to answer all the explored questions and conversation.

Question 1: What is the impact of Paternalistic Administration on Inventive performance? To respond to this query hypothesis 1 was formed.

Hypothesis 1: There is a positive impact of Paternalistic Leadership on Innovative performance.

Results are in line with past studies of assorted analysts that pioneers can earnestly affect the inventive behaviors of agents (Wu, Parker, & De Jong, 2014, Axtell et al., 2019; Madjar, Oldham, & Pratt, 2015). Pioneers around the world are persistently invited to uncover the capabilities and capacity interior themselves, their disciples, and the companies where they are working. Each pioneer dreams of an effective career and compelling working of their company, which is because it was conceivable through the participation. Pioneer is ceaselessly a group pioneer who unleashes the potential in his/her laborers and aficionados to realize the desired result or fulfill certain destinations. There are various hypotheses and procedures are shown within the past few decades but one of the preeminent

creating speculations is secure base specialists, which is considered key for the leader's victory.

There is a relationship between paternalistic authority (PL) and the relationship between bosses and subordinates (LMX), meaning that the higher PL, LMX too increases. There's a relationship between the bosses and subordinates (LMX) with innovative performance (IP). LMX regard changes do not impact agent creativity improvement. There is a relationship between leader-member trade and Specialist Innovativeness. Extended PL will impact agent creative execution. There's a relationship between PL and IP and it is illustrated to be interceded by the relationship between bosses and subordinates (LMX).

Pellegrini and Scandura (2018) verified that "paternalistic leadership may be a rising and captivating unused zone for research." A parcel of the interest with PL is the way it is seen through unmistakable social focal points. Representatives in tall control remove and collectivist social orders guarantee it, whereas agents in libertarian and individualistic social orders criticize it (e.g., Aycan et al., 2017).

The seminal work of House et al. (2004) suggested that social setting influences administration models. In the exceptionally to begin with a chapter of the consider the taking after questions were raised to reveal the basic mechanism of Paternalistic Authority with inventive execution of representatives, and inspiration at work of representatives was expressed as a conceivable illustrative component within the abovementioned relationship. The inquire about questions concerning these joins were,

Question 2: What is the impact of Paternalistic Administration on LMX?

Question 3: Does the LMX influence Imaginative performance?

Question 4: How LMX mediates the relationship between Paternalistic Authority and Imaginative performance?

The social setting influences the associations among administration models. Solid associations among authority models may illustrate a steadier unquestionable theory roughly the backed mold, reflecting a more grounded affirmation of it or skepticism against others. The reason was to see the relationship between the PL

demonstration and creative execution talking to two social settings.

To begin with, this uncovered that paternalistic organization (i.e. kind and significant quality) are earnestly related to LMX, (Cheng, 1995; Cheng and Farh, 2006; Gunmetal., 2018). This genuine result complies with the social exchange point of seeing that the paternalistic design of an organization makes more grounded the relationship between pioneers and disciples due to its positive influence on employees' intuition of LMX, (Chen and Farh, 2012).

The positive effect of paternalistic authority on employee's discernment's of LMX found interior the current consider complies with the see that the relationship between pioneer and subordinates fortifies in the trade of moral master design that characterizes about subordinates, trusting them, treating them truly and appearing up sympathy (Wuetal.,2012).

Second, these think about other than uncovered a positive and imperative relationship between LMX and employee's imaginative execution. The disclosures of this consider in expansion comply with past observational revelations communicating that pioneers change specialist execution (Detert and Burris, 2007; Tangirala and Ramanujam, 2008; Graham and Van; Dyne, 2006 Zhang et al., 2015). This finding complies with the point of see of LMX speculation theory which proposes that the subordinates may consider an exceptional quality relationship with their boss as a favor and feel a commitment exchange by raising their voice for the reason of organizational benefits.

Results of collected data decidedly back hypothesis 3 of the think about. Comes about are besides in line with past writing on pioneer portion exchanges, that awesome associations with fast bosses are an empowering figure overhauling motivation level of laborers (Liden, Sparrow, & Wayne,2017; Liao, Liu, & Loi, 2018). To improve the positive relationship between Paternalistic Leadership and employee's innovation at work, a high-quality leader-member relationship was addressed to direct that impact of power distance. secure base back on employee's inspiration. The taking after the address was raised in chapter 1.

Question 5: How Power Distance moderates the relationship between Paternalistic Leadership and LMX?

To answer the following question, support was gained from the previous literature and the following hypothesis is proposed.

H5: Power distance moderates the relationship between paternalistic leadership and leader-member exchange.

The findings from the bootstrapping mediation examination uncovered that LMX positively intervenes the relationship between paternalistic authority and innovative performance whereas the discoveries from the bootstrapping mediations examination uncovered that LMX earnestly intercedes the relationship between paternalistic masters and creative execution whereas it fortifies the positive association of liberal and moral master estimations with inventive execution. These disclosures also reinforce the LMX speculation as they come approximately to appear up that when agents see their pioneer as paternalistic, they respond earnestly by diminishing LMX with the pioneer and conclusion up more likely to raise voice around work-related issues for organizational benefits.

This thought as well applies to another serial intervention insubordinate attempted in this consider. In any case, LMX decidedly and continuously mediating the relationship between paternalistic specialists with creative execution. Supporting the Leader-Member Exchange theory perspective, these revelations clarify that the facilitated effect of the paternalistic organization on employee's creative execution through LMX is more verbalized and positive within the case of paternalistic authority fashion as compared to any other administration fashion.

Leader-member exchange decidedly intercedes the relationship between paternalistic pro and inventive execution is recognized. A pioneer in an organization can be a possible source of a laborer being creative, Kallio, & Pohjanaa, 2017) since it is principal that a pioneer who appears up inventive capacity is interior the organization can be a source of imaginative vitality for other operators. Blomberg and Akili (2015) The consider of that pioneer inventive capacity is earnestly related to the movement of specialists to boot When a pioneer appears up empowering and motivational behavior towards the operator at that point the specialist may not conclusion up morally separated and appear up inventive in their work. They

think nearly Qin et al., (2019) in expansion modifying with the result that progress may each time lead to tall execution modifying with the comes around.

To conclude, the comes about of our study can be utilized to assist pioneers to get it why (or why not) they are “granted” influence (DeRue & Ashford, 2010) in numerous social orders. We may appear up that specialist models are combined in startling way completely different social settings, meaning that, for the case, paternalistic pioneers would be anticipated to be maintaining and dictators (which would be recognized) in other social orders.

5.2 Implications and Recommendations

5.2.1 Theoretical Implications

There are various theoretical implications of the present research, which are discussed below: Firstly, the present study presented power distance as a moderator between Paternalistic Leadership and Leader-member exchange. Already the power distance was tried in major considers checking the effect that either culture has a few effects on the, in general, research or not. Major thinks about have uncovered that the social contrasts play an imperative part completely different considers and it also appears the significance that contrast within the social values moreover appears the contrast within the discernment of the workers that how they see the word of imaginative execution. The word is eagerly cruel that it varies different people groups how much fetched they must pay for announcing any wrongdoing within the organization and this fetched is measured when we must do cross social comparison.

Secondly, the consideration besides considered the leader-member exchange as an authority in this study. Power Distance infers that control is aggravated similarly inside the organization. The agents who are morally more grounded are now and then faithful to the organization since they persistently endeavor to work for the advantage of the organization. In Pakistan, there is an exceptional prerequisite for those people groups that are working inside the organization require being morally

mindful. Thirdly, the study also gives offers assistance to get it the impacts of paternalistic leadership and how it upgrades the execution of workers in terms of development and innovation particularly those representatives that are working in Pakistani organizations. Exceptionally rare and uncommon investigates are accessible on inventive execution and greatly small inquire about is accessible in Pakistani culture. Most of the studies conducted on paternalistic leadership in relationship with inventive execution are in western social orders which are individualistic culture and moo control remove societies.

Fourthly, the study gives back to the Leader-Member Exchange Hypothesis (LMX) theory that individuals construct connections with their pioneers. These connections are built when the representatives are working within the organization they understand via watching the people groups and they also motivate by the social media platforms or print media and they make decisions' that are helpful within the point of view of any organization.

Finally, the study moreover depicts the significance of culture. The past studies were conducted for the most part in western societies which cruel that the past writing spoke to individualistic and low power separate social orders, but in Pakistani culture speak to collectivist and tall control remove society the comes about are completely diverse which appears the effect and significance of culture.

Future researchers are advised to investigate the same study using longitudinal study and are also advised to focus on a specific industry. The researchers should also consider investigating the current relationships for a specific type of different leadership style with this variation of innovative performance same as the different variables are checking that variable name employee green behavior and others. Future researchers also need to check other dimensions such as masculinity, femininity, and uncertainty avoidance. Power distance must be checked because in Pakistan there is also high-power distance then we will check that in the presence of power distance are employees moving toward innovative performance.

Further, the analysts ought to discover what the genuine reasons for beginning the imagination preparation are and what are the components that start the method of the inventive execution. This ponder is fair checking the effect of paternalistic

leadership that would begin the method of development within the workers who see their pioneers as working accomplices within the organization.

5.2.2 Practical Implications

There are several recommendations for organizations. The essential and the preeminent basic thing for the Pakistani organization is that they require a paternalistic leader underneath which the representatives can work and have full acceptance on the leader that in case they share any circumstance with their pioneer. Besides, the organization ought to arrange such structure and movement in which it is straightforward for workers to share anything about work and family. In various organizations, there are no authentic channels and the agents feel inconvenience in detailing.

Paternalistic leadership creative execution proposes highlights concerning the creation and execution of inventive contemplations, investigate endorses that they are closely related to each other. Moreover, past contemplations propose that employees' inventive execution depends on the double handle of thought time (headway) and communicating those considerations to the organization so that the contemplations can be executed (Rank et al., 2004; Zhou and George, 2017). Already, recognized the voice as a pivotal instrument associating leadership behavior with employee's execution. Besides, creating and communicating contemplations to administration customarily shifts to individual motivation and the deliberate through which communicated to the leader. In an organization when specialists proposed to discuss up to alter existing work-related shapes, it outlines that they are not since it was appearing their considerations for organizational headway but as well endeavoring to begin pioneers toward the organization. Especially, innovative execution requires bringing unused imperative considerations to pioneers, but these considerations certainly are not changing the current shapes and hone the interior of the organization (Anderson et al., 2014). Be that since it may, (Unsworth, 2018) proposed that inventive execution is the result of an employee's response with an inquiring work environment, not since of their choice, but their work requires comparable commitments.

Along these lines, organizations are looking for out for to boost the inventive endeavors of their pros by making leaders' interpersonal capacities and capability to reply to the unmistakable kind of thoughts displayed by workers. Consequently, organizations got to be looking to form such arranging programs that offer assistance pioneers in getting to be more useful and shot in keeping up individual affiliations with their workers.

Concurring to past consider on LMX, our results about uncover the bosses play a basic parcel in empowering an unmistakable kind of considerations appeared by the specialist, in conjunction with innovative execution. These come about highlight the competent impact bosses have in energizing laborers to contribute unequivocally to an organizational and work execution by making proposals and inventive contemplations.

5.3 Limitations

There are certain limitations. Firstly, that looking at, and data collection was done through cross-sectional procedure due to time and resource objectives. In a cross-sectional consider information is collected from the respondents at one point in time.

Secondly, only limited variables were studied. The study was concerned with checking the effect of paternalistic leadership on innovative execution. Future analysts have to be compelled to investigate and to discover what are the other conceivable components that would be accommodating in deciding the causes of inventive execution and to discover what are the other mediating factors that influence the general model.

Thirdly, the study centered on the project-based division for information collection, since working conditions of the project-based organization might offer more support for our consideration, as huge organizations including gigantic financial assets require relative checks and equalization. All these components such as paternalistic leaders, inviting working environments, and legitimate forms will encourage the workers to share all conditions with their leaders.

In Pakistani organizations, a specialist is taken for allowed and people must take after the instruction given by their pioneer since the pioneer is essential and most crucial parcel of the organization. The pioneer runs the organization and all the agents got to take after the pioneer instruction and in case the pioneer is corrupt at that point the by and huge comes almost are differing, and it shows up uncommonly horrendous results.

In this study, the leader-member is taken as a mediator between paternalistic leadership and innovative performance. Power Distance is one dimension of Hofstede's Model. A future researcher needs to identify more dimensions of cultural orientation except for power distance and conduct the study.

Recognizing and analyzing the demeanor of representatives isn't conceivable without certain obstacles and confinements due to the variety in thinking and recognition of the representatives inside the organization. Restrictions like time imperatives of respondents, the genuineness of information, and the state of the mind of respondents may have influenced the investigation since of need of time, the current ponder recommended these for future analysts.

5.4 Conclusion

The point of the present study was to examine the relationship between paternalistic administration and innovative execution within the representatives. It too explored the intervening part of the leader-member trade between the paternalistic authority and innovative execution. Furthermore, power distance was too explored on the relationship between the paternalistic administration and inventive execution. The study suggests creating a culture in which the representatives have a supportive environment within the organization.

This study finds that if there is paternalistic leadership in the organization, then the employees are morally attentive, and they believe that their leader builds relationships stronger. Same as if there will be paternalistic leadership in the organization, and then there will be a family-like environment in which the employees feel free to do things in the organization. In response to paternalistic leadership,

employees tend to be more innovative in their input and show exceptional performance. In the Asian context, the study contributes with empirical evidence that although negativity associated with this leadership style, yet its positive outcomes are comparatively high.

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Appendix-A

Questionnaire

Dear Respondent

I am a student of MS (HR) at Capital University of Science & Technology, Islamabad. I am researching **The Role of Paternalistic Leadership in Innovative Performance: Mediating role of Leader-Member Exchange (LMX) and Moderating role of Power Distance**. You can help me by completing the attached questionnaire; you will find it quite interesting. I appreciate your participation in my study, and I assure that your responses will be held confidential and will only be used for education purposes.

Sincerely,

Aqsa Zahid,

MS Research Scholar,

Faculty of Management and Social Sciences,

Capital University Science and Technology, Islamabad.

Section 1: Demographics

Gender	1- Male 2- Female
Age(years)	1 (18-25), 2 (26-33), 3 (34-41), 4 (42-49), 5 (50-above)
Qualification	1 (Matric), 2 (Inter), 3 (Bachelor), 4 (Masters) 5 (MS/M.Phil.), 6 (PhD)
Experience(years)	1 (1-5), 2 (6-10), 3 (11-15), 4 (16-20), 5 (21-above)

Section 2: Paternalistic Leadership

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

1	My Leader devoted all his energy to taking care of his/her members.	1	2	3	4	5
2	My Leader always takes care of my family members as well.	1	2	3	4	5
3	My leader will help his members when they are in an emergency.	1	2	3	4	5
4	My Leader understands what the cause is when members do not perform well.	1	2	3	4	5
5	My Leader always gives me a chance to correct my mistakes.	1	2	3	4	5
6	My Leader will not embarrass subordinates in public.	1	2	3	4	5
7	I never shirk responsibility in front of working problems.	1	2	3	4	5

Section 3: Leader-Member Exchange

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

1	I know where I stand with my leader. I usually know how satisfied my leader is with me?	1	2	3	4	5
2	How well does my leader understand my job problems and needs? (How well do I understand)	1	2	3	4	5
3	How well does my leader recognize my potential? (How well do you recognize).	1	2	3	4	5
4	Regardless of how much formal authority he/she has built into his/ her position, what are the chances that my leader would use his/ her power to help me solve problems in your work? (What are the chances that you would)	1	2	3	4	5
5	Again, regardless of the amount of formal authority my leader has, what are the chances that he/ she would "bail me out," at his/ her expense? (What are the chances that you would)	1	2	3	4	5
6	I have enough confidence in my leader that I would defend and justify his/ her decision if he/she were not present to do so?	1	2	3	4	5
7	How would I characterize my working relationship with my leader?	1	2	3	4	5

Section 4: Innovative Performance

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

1	1 Searches out new technologies, processes, techniques, and/or product ideas.	1	2	3	4	5
2	1 Generate creative ideas.	1	2	3	4	5
3	1 Promotes and champions ideas to others.	1	2	3	4	5
4	1 Investigates and secures funds needed to implement new ideas.	1	2	3	4	5

5	1 Develops adequate plans and schedules for the implementation of new ideas.	1	2	3	4	5
6	My work preferences are innovative.	1	2	3	4	5

Section 5: Power Distances

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

1	There should be established ranks in an organization with everyone occupying their rightful place regardless of whether that place is high or low in the ranking.	1	2	3	4	5
2	Even if an employee may feel he deserves a salary increase it would be disrespectful to ask his manager for it.	1	2	3	4	5
3	People are better at not questioning the decisions of those in authority.	1	2	3	4	5
4	Employees should only pursue their goals after considering the welfare of the group.	1	2	3	4	5