

The Role Of Paternalistic Leadership Dimensions On Employee Innovation Work Behavior

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Abstract. This study aims to examine the influence of paternalistic leadership dimensions (benevolent leadership, moral leadership and authoritarian leadership) on innovation work behavior which has an important role as a driver of resource management in organizations to build innovative employee work behavior. The population of this study were employees of Investment Office and One-Stop Integrated Services Semarang Regency with sample techniques using saturated samples of 40 people and statistical analysis tools using Smart PLS Version 4.0. The results showed that the hypothesis that states the role of paternalistic leadership dimensions such as benevolent leadership and authoritarian leadership has an effect on innovation work behavior is accepted, while moral leadership has an effect on innovation work behavior is not accepted. Suggestions for future research should add or combine with other predictor variables so that the study can be generalized such as transformational leadership, transactional leadership, and work environment to improve innovation work behavior.

Keywords. Paternalistic Leadership; Innovation Work Behavior

INTRODUCTION

Human resources (HR) is one of the productivity tools to carry out organizational goals, because without human resources, an organization cannot achieve its goals. Therefore it is important to improve the quality of human resources in the organization (Citra *et al*, 2014). One of the factors to improve the quality of human resources is to increase the power of innovation from time to time. This innovation is obtained from the thoughts of individuals who are members of an organization. Innovation work behavior is the discovery, experience, and application of new or adopted ideas, processes, products, and procedures into organizations that are carried out to benefit work performance, work groups, organizations, and the wider community (West and Farr, 1989). Innovation work behavior raises and maintains the competitiveness of organizations broadly related to individuals, work, and the environment (Hammond *et al*, 2011). Therefore, employee innovation work behavior is very important to be considered by an organization (Ali, 2014). Employee innovation work behavior can be triggered by many things, one of which is by paying attention to leadership (Cai Li *et al*, 2020). Leadership in the organization as a driving factor through handling changes and management carried out, so that the role of the leader is not only as a symbol that exists but its existence has a positive impact on the development of employees and the organization (Sihite and Saleh, 2019). For organizations with non-western cultures, paternalistic leadership can influence

employee attitudes (Konveshinkov *et al*, 2020). Paternalistic leadership has emerged as a characteristic of the leadership style of East Asian societies and contrasts with western practices that offer leadership models nuanced local culture by prioritizing the central role of leaders as father figures where ensuring the role of leaders in all lines of management is important (Wu and Zhang, 2018). Paternalistic leadership is influenced by traditional Chinese culture that reflects "mixed characteristics" in which there are dimensions of benevolent leadership, moral leadership, and authoritarian leadership (Lin and Zuang, 2014).

The benevolent leadership dimension is described as an approach in which leaders show individual attention to the needs and well-being of subordinate families (Farh and Cheng, 2000). In addition to work-related problems, a leader shows that he cares about the personal and family problems of subordinates, expresses good concern for employee comfort, tries to understand when employees do not perform well and helps employees when they arise (Cheng *et al.*, 2000), which generates deep gratitude and the obligation of subordinates to reciprocate in the same way if given the opportunity (Tsui and Farh, 1997). Research conducted by Li and Wang (2021), Tri and Yanki (2020), Hou et al (2019), Ping and Shaoqi (2018) states that benevolent leadership affects innovation work behavior. Kind leaders support employees and provide them with task-related resources, employees feel empowered and have a free environment to work in and encourage employees to exert their initiative, provide suggestions for apartment and organizational development, and actively promote innovative work behavior. In addition, benevolent leaders can also foster the enthusiasm and creativity of long-lasting employees at work through fostering close and harmonious relationships with subordinates, thus leading to the realization of innovative work behavior (Hou *et al*, 2019). However, different results were found in research conducted by Alisher et al (2019) which stated that benevolent leadership had no effect on innovation work behavior. Employees perceive the leader's concern outside the work relationship as a kindness that is not tied to work, therefore employees do not associate kindness with empowerment related to their work, and therefore this kindness has no effect on innovative work behavior.

The moral leadership dimension is a type of behavior in which the leader demonstrates self-discipline, lack of selfishness and superior personal virtues (Farh and Cheng, 2000). In this dimension, the leader does not acquire special privileges due to authority; Subordinates are treated according to their virtues, and the morality and integrity of the leader are respected, with subordinates trying to emulate these qualities (Yang, 1957). Research conducted by Fang, (2021); Li and Wang, (2021); Alisher *et al*, (2019); Hou *et al*, (2019); Gu et al, (2018) stated

that moral leadership has an effect on innovation work behavior. Moral leadership can contribute to subordinates developing stronger acceptance of superiors and can more actively explain superiors' reactions, and leaders with high morality can make employees feel free and feel no danger when giving advice, as well as provide psychological security to employees that can improve employee innovation performance (Fang, 2021; Alisher *et al*, 2019). In another study, Tri and Yanki (2020) stated that moral leadership has no effect on innovation work behavior because people assume that a leader does have high morality without seeing employee innovation.

The authoritarian leadership dimension refers to the behavior of a leader who exercises absolute authority over subordinates and who requires unquestioning obedience and fulfillment of duties (Farh and Cheng, 2000). When individuals follow strict guidelines in their workplace and trust that their boss wants them to obey instructions fully, they will have a lower degree of autonomy. Consequently, with reduced autonomy, individuals cannot freely choose their work behavior (Brockner *et al*, 2004). In addition, authoritarian leaders tend to impose strict discipline on subordinates and scold and punish them if employees do not follow the rules of superiors (Cheng *et al*, 2000). Previous research found that the authoritarian leadership dimension can inhibit innovation work behavior, because organizations that practice authoritarian leadership are allegedly less productive because employees fear being scolded by authoritarian leaders. Therefore, employees become lazy to increase creativity and innovation and prefer to use only existing human resource practices (Yamin, 2022; Li and Wang 2021; Ping and Shaoqi, 2018;). But Tian and Sanchez (2017) mention that authoritarian leadership encourages employee innovation behavior, because the harsh demands of authoritarian leaders are needed to remind subordinates that they have the same ideals as their leaders, and challenge them to get out of their comfort zone to engage in breakthroughs for the common good.

Based on the results of previous research and the phenomena that occur, the author is interested in conducting this study to examine the influence of the paternalistic leadership dimension on innovation work behavior.

Review of Literature and Hypotheses

Benevolent Leadership influences Innovation Work Behavior

A leader must pay more attention to how to foster innovative work behavior in employees (Ratnasari & Sudarma, 2019). Benevolent leadership creates an environment of employee well-being and provides ongoing care both at work and outside the workplace (Dedahanov *et al.*, 2016; Saho and Saho, 2019). In the workplace, benevolent leaders allow employees to

make mistakes and provide opportunities to learn and correct those mistakes (Sha, 2019). Therefore, outside the workplace, benevolent leaders treat them like family and motivate them to overcome life's challenges (Pellegrini *et al.*, 2010; Yamin and Mahasneh, 2018). This kind of action makes employees more energetic, enthusiastic, and committed to innovative work behavior (Fu *et al.*, 2013; Tian and Zhai, 2019; Norouzinik *et al.*, 2021). Research conducted by Li and Wang (2021) states that benevolent leadership affects innovation work behavior, when benevolent leaders support employees and provide them with task-related resources, employees feel as if they are given strength and have a free environment to work and encourage employees to exert their initiatives, provide suggestions for apartment and organizational development, and actively improve innovation behavior. The results of this study are supported by research (Tri and Yanki, 2020; Hou *et al.*, 2019; Ping and shaoqi, 2018) which states that benevolent leadership has an effect on innovation work behavior.

H1: Benevolent leadership has an effect on innovation work behavior.

Moral Leadership influences Innovation Work Behavior

Moral leadership reflects excellent personal cultivation and integrity, and moral leaders set a good example for subordinates, make a clear distinction between public and private interests, and provide emphasized fairness and fairness in decision-making, to maximize their trust and respect (Liu *et al.*, 2017). Gu *et al.* (2018) state that a leader with moral characteristics influences employee behavior in such a way that they can imitate the leader's behavior and want to be like a moral leader, because such a leader comforts employees with high spiritual virtues, shows selfless behavior and self-discipline towards employees, respects rules, and refuses to abuse power (Cheng *et al.*, 2004; Islam *et al.*, 2021). This not only encourages employees to dedicate themselves to their work but also motivates them to make additional contributions to the development of the company, thus positively impacting the performance of new ventures and the innovation behavior of employees. Research conducted by Fang (2021) states that moral leadership affects innovation work behavior, when leaders who apply noble moral standards, display exemplary morale, and create a positive psychological security atmosphere can encourage employees to improve their innovation performance. This is in line with research conducted by (Li and Wang, 2021; Alisher *et al.*, 2019; Hou *et al.*, 2019; Gu *et al.*, 2018) which states that moral leadership has an effect on innovation work behavior.

H2: Moral leadership influences innovation work behavior.

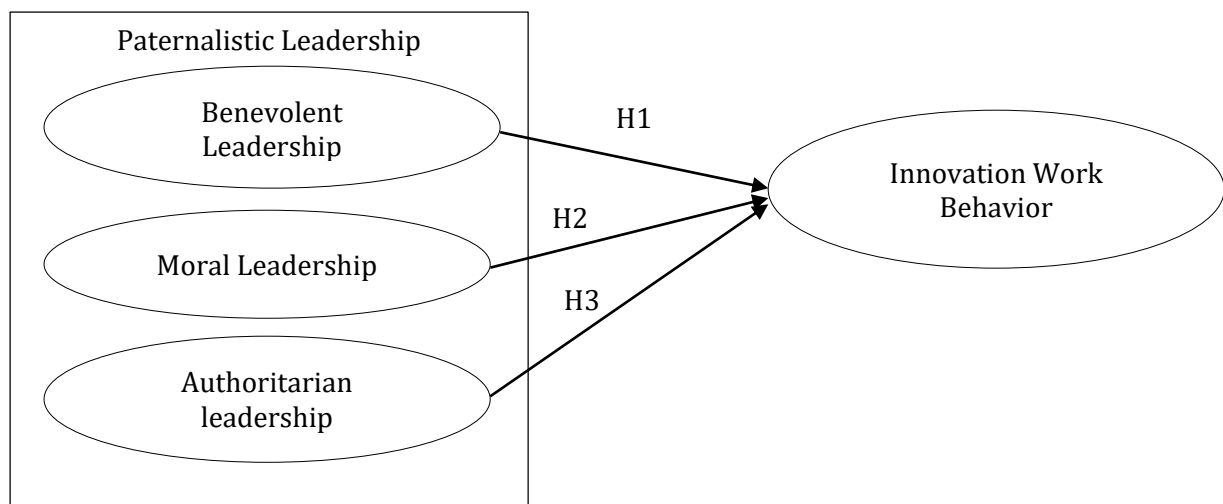
Authoritarian Leadership Influences Innovation Work Behavior

Authoritarian leadership is widely regarded as an example of leadership that is detrimental and has an adverse effect on employees (Chen *et al*, 2014). Because organizations that practice authoritarian leadership are allegedly less productive because employees fear being scolded by authoritarian leaders. Authoritarian, autocratic, and directive leaders limit "follower autonomy and self-determination, where the leader controls followers through impersonal procedures and rules" (Li *et al*, 2019). They provide "clear direction and expectations regarding adherence to instructions" (Sanchez-Manzanares *et al*, 2020). After that, they tend to centralize decisions and limit the opportunity for subordinates to express their opinions (Yun *et al*, 2005). Therefore, employees become lazy to increase creativity and innovation and prefer to use only existing human resource practices (Yamin, 2022). But Tian and Sanchez (2017) mention that authoritarian leadership encourages employee innovation behavior, because the harsh demands of authoritarian leaders are needed to remind subordinates that they have the same ideals as their leaders, and challenge them to get out of their comfort zone to engage in breakthroughs for the common good.

H3: Authoritarian leadership influences innovation work behavior.

Based on the development of the hypothesis can be seen the research model in figure 1.

Figure 1. Frame of Thought



METHOD

The type of method in this study is cross sectional with a population of all employees of the Investment Office and One-Stop Integrated Services of Semarang Regency with a saturated sample technique of 40 people.

Data were obtained through interviews and questionnaire dissemination. The distribution of questionnaires to respondents used a Likert scale of 1-5. The variables in this study are 1)

benevolent leadership (X1) which is measured using four indicators from Cheng et al (2000) which include attention, understanding, motivating and training subordinates. 2) moral leadership (X2) measured using three indicators from Cheng et al (2000) which include responsibility, discipline and not abusing power. 3) authoritarian leadership (X3) as measured using three indicators from Cheng et al (2000) which include authoritative, decisive and disciplining subordinates. 4) innovation work behavior (Y) measured using four indicators from De Jong and Den Hartog (2010) which include the elaboration of ideas, exploration of ideas, fighting for ideas and realizing ideas.

The analytical tools used in this study were assisted by the Structural Equation Model (SEM) program through Smart PLS Version 4.0 software to test the validity of research instruments and hypothesis testing.

RESULTS AND DISCUSSION

Instrument Validity Test

The research instrument is said to meet the convergence if the outer loadings factor value >0.7 and the average variance extracted (AVE) value must be >0.5. Based on the validity test of the instrument, the outer loadings value of all research variables was obtained >0.7 and the AVE value > 0.5. Thus all instrument loading factors of the research variables satisfy convergent validity.

An instrument can be said to satisfy discriminant validity if the square root of the AVE of each construct is greater than the other constructs in the model. Based on Table 1, it can be seen that the AVE root value is > than other constructs. Thus all instruments of the research variables can be said to satisfy the validity of the discriminant.

Table 1 AVE values and AVE roots

Construction	AVE value	AVE root
Benevolent Leadership	0,898	0,948
Moral Leadership	0,870	0,933
Authoritarian leadership	0,771	0,878
Innovation Work Behavior	0,753	0,868

Source: Processed Primary Data, (2023)

The reliability test of the instrument can be seen through the values of Cronbach's Alpha and Composite Reliability. The comparison value of Cronbach's Alpha and Composite Reliability is >0.7. The reliability test results can be seen in Table 2.

Table 2. Cronbach's Alpha and Composite Reliability

Construction	Cronbach's Alpha Value	The Value of Composite Reliability
Benevolent Leadership	0.954	0.970

Moral Leadership	0.924	0.952
Authoritarian leadership	0.853	0.910
Innovation Work Behavior	0.953	0.960

Source: Processed Primary Data, (2023)

Based on Table 2, it can be explained that all latent variables in this study have a Cronbach's alpha value and a composite reliability value of >0.7 . Thus, it can be interpreted that all question items are in the reliable category and are consistent and accurate measuring instruments.

Model Fit (NFI)

Model Fit or NFI of one minus Chi2 from the proposed model is then divided by Chi2 from the zero model. NFI will result in a value between zero and one. The more with the value with the number one, the better the match.

Based on the test data, it can be seen that the NFI value in this research model is 0.684, therefore it can be concluded that this study is 68.4% fit or suitable.

R-Squared Value (R2)

The criteria for R2 values are 0.25 (weak), 0.50 (moderate) and 0.75 (substantial). The value of the R-Squared coefficient of determination (R2) is obtained by multiplying the R-Squared value by 100%.

Based on the test data, it can be seen that the *R-Squared* (R2) value for the innovation work behavior variable is 70.8%. From this, it can be defined that 70.8% of the variation in the value of innovation work behavior can be explained by paternalistic leadership dimension variables (benevolent leadership, moral leadership and authoritarian leadership), while the remaining 29.2% is explained by other variables outside the model.

Uji Hypothesis

Direct hypothesis testing in this study can look at the original sample value, T-statistic and p-values in direct test results (direct effect). The original sample value is used to find the direction of positive and negative influence, as well as how much influence the independent variable has on the dependent variable. Furthermore, T-statistics is useful for finding the estimated value of the relationship model between latent variables using bootstrapping with a confidence level of 95% and an error of 5%. It is said that the hypothesis is accepted if the T-statistic value $>$ the T-table (1.660) and the P-value is more <0.05 . The following are the results of testing the path coefficient with the bootstrapping method in table 4.

Table 3. Lane coefficient

Construction	Original Sample (O)	T-Statistic (O/STDEV)	P-Values
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Leadership Benevolent → Work Behavior Innovation	0.394	1.966	0.049
Moral Leadership, → Work Behavior, Innovation	0.043	0.248	0.804
Authoritarian Leadership → Work Behavior Innovation	0.460	2.298	0.022

Source: Processed Primary Data, (2023)

The Influence of Benevolent Leadership on Innovation Work Behavior

The results showed that the original sample value was 0.409, the t-statistic value was $2.024 > 1.660$ and the p-value was $0.043 < 0.05$. These results confirm that benevolent leadership has an effect on innovation work behavior, so H1 is accepted.

The results of testing the first hypothesis that says that benevolent leadership has an effect on innovation work behavior are accepted. These results show that benevolent leadership can contribute to improving work behavior, innovation which can be seen in aspects of care and motivation as well as good guidance from leaders. So that it makes employees feel empowered and has a free environment to work and encourages employees to exert their initiative and actively improve innovation behavior.

These results support previous research that found that benevolent leadership has an effect on innovation work behavior (Li and Wang, 2021; Tri and Yanki, 2020; Hou et al, 2019; Ping and Shaoqi, 2018). However, this study is not in line with previous research that found that leadership has no effect on innovation work behavior (Alisher et al, 2019).

The Influence of Moral Leadership on Innovation Work Behavior

The results showed that the original sample value was 0.033, the t-statistic value was $0.186 < 1.660$, and the p-value was $0.852 > 0.05$. It can be concluded that moral leadership has no effect on innovation work behavior, so H2 is rejected.

The results of testing the second hypothesis that states that moral leadership has an effect on innovation work behavior are rejected. These results suggest that moral leadership does not contribute to improving innovation work behavior. This is because employees feel that a leader does have exemplary aspects and is able to make openness at work. Thus, moral leadership has nothing to do or has no effect on employee innovation work behavior.

These results support previous research which found that moral leadership has no effect on innovation work behavior because people assume that leaders should have high morality without seeing employee innovation (Tri and Yanki, 2020). This research is inversely proportional to Fang's research, (2021); Li and Wang, (2021); Alisher et al, (2019); Hou et al,

(2019); Gu et al, (2018) who said that moral leadership has an effect on innovation work behavior. The unsupported hypothesis is due to differences in indicators used in previous studies, as well as differences in objects and data analysis tools used in this study and previous studies.

The Influence of Authoritarian Leadership on Innovation Work Behavior

The results showed that the original sample value was 0.455, the t-statistic value was $2.331 > 1.660$ and the p-value was $0.020 < 0.05$. It can be concluded that authoritarian leadership has an effect on innovation work behavior, so H3 is accepted.

The results of testing the third hypothesis stating that authoritarian leadership has an effect on innovation work behavior are accepted. These results show that authoritarian leadership contributes to the improvement of work behavior, innovation which can be seen in the aspects of employee attendance that is always on time and employee accuracy in working optimally. This means that authoritarian leadership is able to describe employees well and is able to increase employee accuracy at work which can increase their creative ideas which indirectly increase employee innovation behavior.

These results are in line with previous research that states authoritarian leadership has an effect on innovation work behavior because authoritarian leadership is needed to remind that employees have the same ideals as their leaders, and challenge employees to step out of their comfort zone to engage in breakthroughs that encourage innovation work behavior (Tian and Sanchez, 2017).

CONCLUSIONS AND ADVICE

This research can be concluded that it is proven that benevolent leadership has an effect on innovation work behavior, meaning that the higher the benevolent leadership followed by innovation work behavior. Similarly, authoritarian leadership affects innovation work behavior, meaning that higher authoritarian leadership is followed by innovation work behavior. In contrast to the role of moral leadership has no effect on innovation work behavior, meaning that higher moral leadership is not necessarily followed by innovation work behavior.

This study has a limitation of the remaining R2 value of the innovation work behavior variable, which is 29.2%, which shows that there are other variables that are not studied in the

study, but contribute to innovation work behavior. Therefore, future research should add leadership style variables such as transactional and transformational leadership, and work environment (Tri and Yanki, 2020).

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