

Effect of Paternalistic Leadership on Employee Creativity and Organizational Citizenship Behavior

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Abstract. Purpose: The overall objective of the study was to investigate the relationship between paternalistic leadership, Trust, employee creativity, and organizational citizenship behavior. Based on the review, the present study examines and tries to fill the gaps that have yet to be tended to in previous literature. This research is comparatively and possibly a novel thought from a Pakistani perspective and especially in Government and Semi Government related organizations since it expects to develop and test an integrative model.

Design/Methodology/Approach: The unit of analysis for the study is individuals employed in the selected organizations of Pakistan. The sample size of the study was determined at 188 and the total response rate of the data collection is 85%. A sample size of 188 was faced as a restraint. The sampling technique is convenience based and data collection is cross-sectional. The study has its originality as an integrative model formulated with the combination of these variables that have not been tested earlier specifically in government and semi-government related organizations i.e. OGDCL & PTCL.

Findings: Results of the study indicate that paternalistic leadership is having a significant relationship with both the dependent variables i.e. Employee Creativity and Organization Citizenship Behavior. The employee reported that such leadership traits allow them to come up with creative performance and with citizenship behavior. Moreover, trust is also mediating the proposed relationship between paternalistic leadership, employee creativity, and organizational citizenship behavior. The sample size was faced as a limitation.

Practical Implications: However, the organizations should encourage leaders to ensure the formulation and implementation of the employee concerning policies and procedures which will resultantly assist in exhibiting citizenship behavior. The study has significance for policy-makers, managers, supervisors, and employees at all levels.

Key words: Paternalistic Leadership, Employee creativity, Organization Citizenship behavior, Trust.

1 Introduction

Paternalism is commonly known as a type of paternalistic initiative which can be characterized as a standout amongst the most striking social qualities of Pacific Asian society's nations. The idea is more pertinent in nations, for example, Pakistan, Taiwan, Japan, China, India, and

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Korea (Faiz et al., 2022). The paternalistic leadership style has insignificant results for these nations but it is additionally common in nations of the Middle East Islam et al. (2022) and Latin America (Osland and Osland, 2005). In the writing of Paternalistic Leadership, it was portrayed that paternalism is related to the administration attribute as well as it is found in the perspective of both workforce and managers and referred to as a compelling Leadership style in societies of India, Turkey, China, Japan, Taiwan, and Malaysia (Pellegrini and Scandura, 2008). In the study, Sinha and Sinha (1990) characterized as presence happens in the middle of kindheartedness and power in a paternalistic style stems from qualities in traditional social orders relating to the father figure who is known as mind, kind, trustworthy, additionally definitive, requesting and a strict drill sergeant. In the community of Asia, pacific nations traditional relationship between father and kid is based on the father legitimately managing every one of the practices and critical life choices of his youngsters inside of a moral system that acknowledges the father for a verifiable comprehension of the necessities and best advantage of his kids. Kids, acknowledge the power of their dad verifiably and completely (Asghar et al., 2021).

Most of the literature defined that, in the social traits Paternalism is assuming vital part as in 2000, a decade of the studies analyzed the level of paternalistic Leadership conduct and closed with the outcomes that among ten nations, Turkey, India, Pakistan, and China positioned with having most astounding paternalism as contrast with US, Romania, Russia, and Canada place in the center, Israel & Germany are reporting less in the concept of PL (Aycan et al., 2000). Nations which are having most elevated paternalism, it can be found verging on each part of social relations not just in association or working environment (Aycan et al., 2000). Though the Literature which is centering this idea concerning the association or working environment characterizes two essential issues of a paternalistic work relationship. This focus clarifies that directors in the working environment take an individual enthusiasm for subordinates' off-the-occupation lives and attempt to advance specialists' close-to-home welfare (Gelfand et al., 2007; Pellegrini and Scandura, 2008). Evidence previous studies available explain that generally employees are not motivated for exhibiting high organization citizenship behavior at the workplace based on high wages and advancement, then it is a matter of concern that explores the components which are influencing the belongingness of employees towards the organization. This study plans to assess a strong base for motivating the employee and add to developing belongingness toward the organization.

Due to of Fast-growing rivalry among Organizations in business, the world has increased the significance of the workforce since this important asset can keep pace with the quick being to change environment ready to exhibit inventive answers for issues and give new thoughts for the improvement of the association (Shalley et al., 2000). The human resource of an organization is assuming a vital part in the achievement or Failure of an organization, so it is imperative for the organization to distinguish the variables which can overcome the issue of exchanging workers, produce work fulfillment, organization citizenship behavior, and employee Creativity. Among such components, the leadership style additionally importantly impacts Employee OCB and employee creativity. Although now numerous top positioning organizations have begun esteeming the sound trade relationship between Leader and employee yet there are numerous who still do not have faith in evacuating the glass barrier, adversely influencing the inspiration levels. It is required to distinguish intervention Processes that can lead paternalistic Leadership to have an impact on employee creativity and organizational citizenship behavior. The study considers one mediator i.e. trust which is generally another idea between paternalistic Leadership and employee creativity and OCB. The study also offers an integrative model addressing hypothetical treatment, better elucidation, and support for suggested variants Schriesheim et al.

(1999) which are not found in the already published PL literature.

From a Pakistani viewpoint, this research is noteworthy and maybe new, especially in the Government and Semi-Government sectors where it hopes to create and test an integrated model. The study holds the reason for determining the direct relationship between paternalistic leadership and its impact on employee creativity and organizational citizenship behavior of the subordinates/employee working in a situation where trust is having key impacts through mediating the relationship of paternalistic leadership and organizational citizenship behavior and additionally on employee creativity (Mossholder et al., 2005). A person is a "good citizen" who advances the environment of welfare and prosperity of the larger collective. Support for this relationship was given by researchers, who reported a meta-logical mean connection of .32 between leader general OCB, driving them to reason that organizational citizenship behavior plays a vital role (Chaudhary et al., 2021).

2 Literature Review

2.1 Paternalistic Leadership

In the style of paternalism, leaders show concern toward their subordinates or followers as a father (Cahyadi et al., 2022). Consequently, he gets the trust and dependability of subordinates, and the followers under paternalistic leaders are more committed to the leader and would not endeavor and work alone (Chaudhary, 2020). Both Leader and follower treat each other as a family within the organization as well as outside of the organization. Such interaction of leaders and followers encourages both parties for sharing problems with the belief that they can solve them (Erben and Güneşer, 2008). The workers who are working under paternalistic leaders try to complete assigned tasks to achieve an objective of the organization and exceed the objective to prove to their bosses. In response, a reward system can also be executed by the Leadership which allows their followers to work surprisingly better in light of the fact that there is something for them toward the end of the time (Lin and Huang, 2021). While doing this they will have the capacity to finish more work in a set time span. Under this management style, the leaders expect that this function is caring or fatherly. The relationship between the leader and his group is the same as the relationship between the leader of the family and the members of the family. The leaders guide and protect their subordinates as members of their families.

2.2 Employee Creativity

Recently, where organizations are struggling for the asset, battling with rivals for resources, and gaining a competitive edge over rivals' creativity can play an important role. Organizations for the most part utilize their assets for advancement and innovativeness. Employees as an asset of the organization are playing a vital role in innovation, creativity, and advancement of an organization (Amabile, 1983). Shalley and Gilson (2004) explain that organizations where employees promote creativity for organization, having significant differences from their rival organizations to promote their products or services. These types of inventive or creative ideas, which are generated by employees, help a business succeed. These ideas may also be shared with others for potential future applications in the improvement of working methods (Islam et al., 2022). The creative employee/team in any organization helps the organization to react to the business sector response with conditioning and react to market opportunities and rivalry (Madjar et al., 2002). Creativity in any Organization is known as the improvement/ simplification of current

processes/ procedures with novel thoughts/ ideas and helpful ideas. It is the initial step of advancement, in light of the fact that after effective utilization of this idea it can be changed over into innovation. The best sources of innovation inside a corporation are its people. Employee creativity is often the birthplace of fresh ideas that may also be beneficial for an association with the products, administration, strategies, and systems in the stated organization (Madjar et al., 2002).

2.3 Trust

Trust is commonly interpreted as an interpersonal and social phenomenon, which serves and acts as grease for the smoothness of turning wheels (Goodwin, 1996). The previously published research conceptualized trust as a complex and multidimensional concept (Dirks and Ferrin, 2002; Lewicki and Brinsfield, 2012; Lewis and Weigert, 1985; McAllister, 1995). Some other researchers such as Lewis and Weigert (1985) also conceptualized trust as the behavioral element. Trust is a psychological state driven by the fact that includes a discerning procedure of assessing confirmation (Akhtar et al., 2021). The process of trust is based upon the condition that an individual needs a lack of information that validates the desired result in an interpersonal transaction or experience with another person. It linkup with behavior when its occurrence is the consequence of an individual's judgment about the choice and behaviors of the goal of trust (Lewis and Weigert, 1985). Behavioral trust is not just related to the cognitive and full of emotional components of trust, it is correspondingly reliant on them (Lewis and Weigert, 1985). The relationship-based viewpoint joins full of feelings and behavioral conceptualizations of trust to explain how a Follower comprehends and encounters a leader's follower relationship (Malik et al., 2021).

2.4 Organization Citizenship Behaviour

OCB can be defined as the behavior of an individual that is optional, not directly or openly familiar with the prescribed compensation system, and that in the cumulative encourages the efficient performance of the organization. Moreover, it is the behaviour is not an enforceable obligation of the role or the job description; it is rather a matter of personal choice which is not questionable at any stage in the organization. The author additionally offers its five dimensions (Civic Virtue, Conscientiousness, Altruism, Courtesy, and Sportsmanship). On the other hand, Williams and Anderson (1991), anticipated that OCB encompasses two facets, OCB-I (Individuals) and OCB-O (Organization). They narrowed the entire dimensions explained by Podsakoff into these facts. OCB-I covers the behaviours which are considered beneficial to other individuals i.e. helping, curtesy etc. and OCB-O directs behaviours that are beneficial for an organization like adhering to organizational procedures and civic virtue (Mert et al., 2022).

2.5 Paternalistic Leadership and Organization Citizenship Behaviour

Effective leadership and their relationship with employees are two factors that have been regarded as fundamental for employee job satisfaction, performance, and commitment to employees and to the organization which ultimately leads to organizational success. Qian and Walker (2021) explain that Paternalistic leadership (PL) has a positive relationship with employee behaviors and attitudes. The efficient leader provides direction for the organization as well as leads the followers toward the accomplishment of organizational goals. In contrast, employees

with pleasant relationships with leaders are found more satisfied with the job and/or are likely to exert more effort at the workplace to pursue organizational goals effectively and efficiently. Farh and Cheng (2000) defined paternalistic leadership as treating the subordinates/ follower in a fatherly manner. Paternalistic leaders formulate with three elements (i) authoritarianism (ii) benevolence and (iii) moral leadership, where authoritative leaders come up and exert authority over subordinates and each subordinate must obey the leader. The other type of leader means that the leader leads subordinates with care and has individualized concern toward subordinate and their wellbeing. Leaders with such behavior are known as benevolent leaders (Pellegriani and Scandura, 2008; Qian and Walker, 2021). Organization Citizenship Behavior is referred to as an individual's performance (Contextual or extra role). It can be defined as the contribution of an individual exhibit voluntary in the workplace beyond his/ her job description (Organ and Ryan, 1995). Organization Citizenship Behavior with the role of leadership is having significant and positive results. Especially when the leader is showing concern about his/ her follower and help them out at the organizational as well as personal level, the follower tries to come up with a more committed and positive attitude. Such a kind attitude creates a healthy and trustworthy environment (Islam et al., 2022). Leaders with paternalistic leadership result in greater employee performance (Faiz et al., 2022). Therefore, it could be concluded that leaders having paternalistic leadership qualities are having followers with positive attitudes and behavior. Thus, based on the above arguments following hypothesis has been developed.

H₁: Paternalistic Leadership has a positive impact on organizational citizenship behavior.

2.6 Paternalistic Leadership and Employee Creativity

Employee creativity in the workplace has been seen as an essential requirement for an organization for surviving in a competitive environment. So different researchers and organizations are highly in the view to find out the constructs which can affect employee creativity as well as to find out the conditions which can increase or decrease the creative performance of employees i.e. Role of leaders, the role of supervisors, organization support and pay/ rewards are commonly known as potential factors which can affect creative performance (Akhtar et al., 2021). More specifically, research concludes that the behavior of leaders has a positive significant relationship with employee creativity. The current study is trying to examine the paternalistic leadership styles' effect on the creative performance of employees. In the relationship role of leader is critically important and known as a complex process through which a leader influences others with the help of applying leadership attributes i.e. values, belief, character, ethics, skills, and knowledge to accomplish his/ her personal as well as organizational objectives (Hunsaker and Coffey, 1997; Quick et al., 2003; Yukl, 1989). Literature available on the leadership styles such as those related to paternalistic leadership style, it was examined that such kinds of leaders are having the ability to influence their subordinates/ followers and create a trustworthy environment that allows and motivates the employees to come up with creativity and give maximum output at work. The reason behind that the followers of paternalistic leaders show more concern for the respect of their leaders. They try to fulfill the tasks and responsibilities in a creative way, so that organization values their leader. On the other hand, after revealing the literature related to leadership, it will be convenient to report some of the previous studies which are examining the relationship of leadership with creativity and its effect on the creativity of followers. the previously published literature and as discussed above that behavior of leaders closely significantly match the determinants of creativity at the workplace in the organization and some common be-

haviors of leaders are supportive behavior for creativity, the vision of the leader, and the way he/ she encourages/ motivate the followers for creativity (Avolio and Bass, 1995). Moreover, by highlighting the outcomes derived from brainstorming with the followers and resulting from a successful discussion between leaders and followers through close interaction a leader can get more creative accomplishments from the followers (Khorakian et al., 2021). Based on the literature the proposed hypothesis is stated as under:

H₂: Paternalistic Leadership has a positive impact on employee creativity.

2.7 Trusts as Mediator between Paternalistic Leadership and OCB

According to social exchange theory, a connection between leaders and followers means that the followers would return the favour to the leaders in the relationship in line with (Lin and Huang, 2021). Because of the social exchange process, a good connection between a supervisor and subordinate fosters a quality and trustworthy atmosphere that encourages people to put out more effort and devote more time to fulfil supervisory requirements, i.e., co-workers and supervisors (Settoon et al., 1996). In light of this, organisational leadership's trust may typically entail returning favours in the form of organizational-level assets like organisational commitment. Employee/subordinate satisfaction is higher while working with paternalistic leaders, and Leader-Member Exchange (LMX) has a strong positive relationship with leadership trust (Mert et al., 2022). These two constructs—trust in leaders and happiness working under a leader are theoretically equivalent because they both express how people feel about the same referent. Given their similarities, we anticipate a strong relationship between the two variables and the ovary without a clear causal link. Although the link between paternalistic leadership, trust, and organisational citizenship behaviour is complicated, there is enough literature to support their conceptual or empirical separation (Cunningham and MacGregor, 2000). But some studies/ published literature also differentiate that paternalistic leadership and trust is having a significant positive relationship (Schriesheim et al., 1999) Based on the stated literature the proposed hypothesis is as under:

H₃: Trust has a positive impact on Organization Citizenship behavior.

H₅: Trust mediates the relationship between Paternalistic Leadership and OCB.

2.8 Trust as Mediator between Paternalistic Leadership and Employee Creativity

In the course of the 1950s, the concept of trust was first noticed and became an important topic in individual behavior, organizational behavior, law, economics, social sciences, and social psychology (Gambetta, 1988; Kramer and Tyler, 1995; Rousseau et al., 1998). The concept of trust was researched in different domains with different constructs and from different points of view, currently, it is studied in the organization domain and found with a pivotal role in an organization. Management of the organizations concentrated on the actual effect of employees' trust on the working environment (Jones, 1998). Workplace in the organization, working teams are playing an important role in the success or failure of an organization. The said teams comprise 5-6 or more team members and for the efficiency and effectiveness of the team trust between team members plays an important role. Same at the organizational level the success of leaders

purely relied on trust. Such a trustworthy environment in organizations allows the members of the organization to express their feelings, creative ideas, and information sharing. The concept of trust is based on the expectation of an individual with another individual and no matter whether the individual is having or not having the capability of controlling the trustee (Mayer et al., 1995).

Trust creates motivation and creates confidence in organizational members which leads them to come up with new and creative ideas for the betterment or simplification of current procedures/ processes. Employees or followers of the leaders exhibit creative behavior at work only if they are having trust in the working environment and leaders to provide support citepamabile1983. Without trust employees generally tend to complete their tasks traditionally, because they know that they will discourage from the environment to adopt new ways. A less trustworthy environment can affect the willingness of employees, his/her motivation level, assertiveness, and confidence for taking creativity-related initiatives. The concept of trust is also influenced by the social exchange between parties (management/ leaders and employees). Such a kind of exchange encourages or discourages the parties from initiatives. Trust has a multi-dimension perspective and consists of three different types, which are (i) cognitive psychological process, generally occur when trust or exchanger is worthiness to trust or not. (ii) Emotional trust bases, when emotional mortgage occurs and the truth of care formulate by both parties, and lastly (iii) Behaviour trust which is having the concept that the trustor relies on the behavior of the trustee. In this case employees of the organization are known as trustors and leaders/ mismanagement of the organization is the trustee. The employee comes up with creative thinking only if he/ she are having the trust of the organization and environment for getting support from the environment. Based on the above-stated literature, trust in leaders can lead and encourage followers to come up with creativity.

H₄: Trust has a positive impact on Employee creativity.

H₆: Trust mediates the relationship between Paternalistic Leadership and Employee Creativity.

2.9 Conceptual Framework

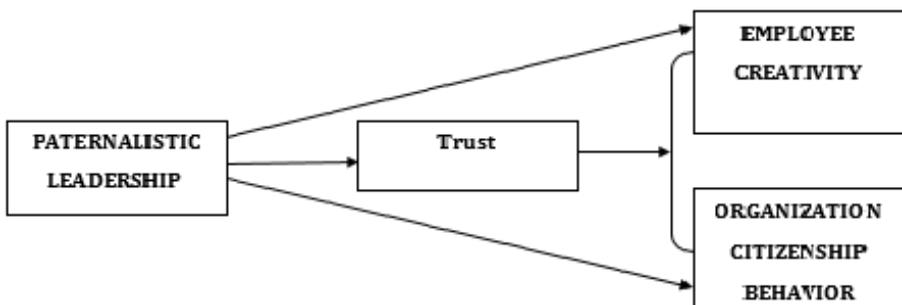


Figure 1: Conceptual Framework

3 Research Methodology

3.1 Research Design

In order to better understand how paternalistic leadership affects employee creativity and organisational citizenship behaviour, causal research has been conducted. The study investigates the impact of paternalistic leadership, which is enhancing OCB of workers in government and semi-government organisations through the emergence of other factors like trust in leaders, and thoroughly examines the impact these variables have on employee creativity and OCB of individuals.

3.2 Population

The population of the study consists of the workers in this industry because the research's focus is on government and semi-government entities. Various organisations' upper, medium, and lower levels make up the majority of the sample. One eighty-eight people were chosen as the study's sample size (188). In Islamabad and Rawalpindi, more than 200 questionnaires were given out to various government and semi-government institutions, such as OGDCL and PTCL Ministries. In OGDCL, about 105 of the 120 questionnaires that were issued have been returned. 50 of the 60 questionnaires that were given to PTCL have been returned, out of the total of 60. There were 40 surveys in all, and 33 of them were delivered to or returned by different ministries. As a result, 85% of respondents responded to the survey overall.

3.3 Sampling Technique

Convenience sampling is the method used in this investigation. This sort of sampling allows the researcher to gather data selectively based on the availability of the persons being examined, and is typically employed in research projects in the field of social sciences. When there are time and resource limitations for the investigation, it can also be used as a sampling strategy. It makes obtaining necessary data/information easier and saves time, energy, and effort. Therefore, it is presumed that the population-based data represents a representative sample of Pakistan.

3.4 Sample Characteristics

According to the gender-specific frequency analysis findings, men made up the majority of the respondents. 112 of the 188 participants were men, constituting 59.6% of the sample as a whole. On the other side, there weren't many female responders overall (there were just 76 of them, making up only 40.4% of the sample). The gender inequalities existent in society are reflected in this frequency study. The aforementioned figures demonstrate that the majority of respondents (50 out of the total sample of 188 respondents, or 26.6%) are said to be between the ages of 18 and 25. The second highest bracket (105 out of 188 respondents), or 55.9%, is between the ages of 26 and 32. Whereas 29 respondents were reported between the age group 33 years to 39 years category and 4 respondents were within the age group from 40 years to 46 years.

While 29 respondents fell into the 33-to-39-year age range, and 4 respondents fell into the 40-to-46-year age range, According to the study's analysis of the respondents' educational and professional backgrounds, the majority of them (i.e., 147 in total and 78.2%) had master's degrees or credentials equal to them. Nearly 16% of people have comparable bachelor's degrees

Table 3.1: Respondents' demographic characteristics

	Frequency	Percent	Cumulative percent
Gender			
Male	112	59.6	59.6
Female	76	40.4	100.0
Age			
18 years to 25 years	50	26.6	26.6
26 years to 32 years	105	55.9	82.4
33 years to 39 years	29	15.4	97.9
40 years to 46 years	04	2.1	100.0
Education			
Bachelors or Equivalent	30	16.0	16.0
Masters or Equivalent	147	78.2	94.1
M.Phil or Equivalent	11	5.9	100.0
Working Years			
1-5 years	104	55.3	55.3
6-10 years	39	20.7	76.1
11-15 years	45	23.9	100.0

(i.e., 30 of the total respondents). Only 7% of the sample consisted of matriculates, while 5.9% of the sample consisted of 11 people with an M.Phil. or equivalent. 104 employees, or 55.3% of the total, answered the survey questionnaires, the majority of them had work experience ranging from 1 to 5 years. The 39 responders had been alive for six to ten years. 45 respondents have between 11 and 15 years of experience working for the company.

3.5 Instrumentation

The nature of the questionnaire's items requires that all of them—Paternalistic Leadership, Employee Creativity, and Trust be completed by the workers or subordinates who are rating their leaders or supervisors, while the workers' or subordinates' organizational citizenship behavior is completed by the leaders or supervisors. Except where otherwise noted, all questionnaire items were answered on a 5-point Likert scale, where 1 signified "strongly agree" and 5 meant "strongly disagree." The scale used in the present study of each of the variables along with its number of items and reliability is, the paternalistic leadership measured through a thirteen-item scale [Aycan et al. \(2000\)](#), for subordinates to assess their leaders. The sample items include "My manager is interested in every aspect of his/her employees' lives." "My manager is like an elder family member (father/mother, elder brother/sister) for his employees." "My manager participates in his/her employees' special days (e.g., weddings, funerals, etc.)" "My manager believes he/she is the only one who knows what is best for his employees." The relia-

bility of this nine items scale is 0.83. The mediator (trust) is measured by a six-item scale developed by Podsakoff et al. (2000). The sample items include “I feel quite confident that my leader will always try to treat me fairly,” “I feel strong loyalty to my leader,” and “I have a strong sense of loyalty toward my leader. This scale has a 0.62 reliability score. For the supervisors to evaluate the amount of employee creativity at work, a 13-item scale that was modified from Zhou and George (2001) was employed. There is a 5-point Likert scale that ranges from 1 (Strongly disagree) to 5. (Strongly disagree). The example questions asks, among other things, “Suggests new ways to achieve goals or objectives,” “Is a good source of creative ideas,” “Develops adequate plans and schedules for the implementation of new ideas,” and “Suggests new ways to performing work tasks”. The 13-item Employee Creativity measure has a 0.87 reliability score. Nine items were used to measure organizational citizenship behavior using a scale created by Lee and Allen (2002); Motowidlo and Van Scotter (1994). “I express loyalty toward the organization” is one of the sample scale questions. The 09-item scale of psychological empowerment has a 0.82 reliability.

3.6 Technique for Data Collection and Time frame

In comparison to other methods/techniques, the survey technique utilized in this study is the most popular method since it allows for the simultaneous collection of data from multiple respondents, allowing the research to be completed within the allotted time period, if any.

3.7 Reliability

The reliability of the results produced by the various organizations’ data collection is examined. Following are the estimated reliability scores for each gathered variable:

Table 3.2: Reliabilities

Variable	Cronbach’s Alpha	No. of questions
Paternalistic Leadership	0.83	9
Trust	0.62	6
Employee Creativity	0.87	13
OCB	0.88	9

A scale’s internal reliability is its capacity to produce consistent results whether used with a variety of item counts or even when dependability is assessed using a variety of techniques, like the split-half method and others. One of the frequent methods used to confirm a scale’s validity is the reliability test, which evaluates a scale’s internal consistency in measuring a construct. Table 2 above shows the Cronbach’s Alpha coefficient. The internal consistency of scales is clearly and obviously displayed in the table. The scale that is used to gauge paternalistic leadership in the business has the highest Alpha value ever found, which 0.83 is. All of the scales utilized in the survey are within Sakaran’s acceptable range.

4 Results

4.1 Correlation Analysis

The correlation between the various research factors is seen in the results as shown in table 3. The findings for the demographic variable (Gender) are also included in the table. They indicate non-significant results for paternalistic leadership ($r=.032$) and significant results for other demographics including age ($r=.165$), education ($r=.147$), and experience ($r=.281$). Employee creativity's link with demographic characteristics is correlated insignificantly with gender ($r=.087$) but significantly with age ($r=.232$), education ($r=.287$), and experience ($r=.200$). Similar to other dependent variables, OCB has a non-significant association with gender ($r=.065$) and a substantial link with other demographics including age ($r=.422$), education ($r=.352$), and experience ($r=.33$).

Table 4.1: Correlation

Predictor	1	2	3	4	5	6	7
Gender	1						
Age	-.103	1					
Education	.349**	.440**	1				
Experience	-.470**	.523**	.281**	1			
Paternalistic Leadership	.032	.165*	.147*	.118	1		
Trust	.002	-.003	.042	.061	.151*	1	
OCB	.065	.422**	.352**	.332**	.573**	.440**	1
Employee Creativity	.087	.232**	.287**	.200**	.674**	.527*	.643**

*. Significant at the 0.05 level

** . Significant at the 0.01 level

Paternalistic Leadership is significantly and positively related to trust ($r=.15$), OCB ($r=.57$), and employee creativity ($r=.67$). Trust is significantly and positively related to OCB ($r=.44$) and employee creativity ($r=.53$). Whereas, OCB is significantly and positively related to employee creativity ($r=.64$).

4.2 Regression Analysis

Regression analysis is widely used to predict and estimate the relationship among variables. Correlation analysis indicates the strength of the relationship of the X variable with the Y variable. Whereas the regression analysis explains the predictions about Y from the values of X. It is used to conclude variable dependence on each other. The regression analysis helps to estimate the dependence of one variable over another variable where the dependent variable is regressed on the independent variable. If there is linear regression among two variables it is explained with the assistance of two factors i.e., regression line and the factors not taken while regressing.

H_1 : Paternalistic Leadership has a positive impact on Organization Citizenship behavior.

Table 4.2: Analysis of Hierarchical Regression for Determinants of Paternalistic Leadership Predictors

Predictors	Trust			Employee Creativity			OCB		
	β	R ²	ΔR^2	β	R ²	ΔR^2	β	R ²	ΔR^2
Step I:									
Control Variables		.02			.11			.24	
Step II:									
Paternalistic Leadership	.97***	.48	.46***	.50***	.50	.39***	.42***	.48	.23***
Trust				.27***	.34	.24***	.23***	.39	.15***

*** $p \leq 0.001$, ** $p \leq 0.01$, * $p \leq 0.05$

The regression analysis’s findings demonstrate a strong relationship between paternalistic leadership and organizational citizenship behavior, with a value of .425 at a significant level of .000 ($p \leq 0.05$). As a result, the aforementioned theory is confirmed.

H₂: Paternalistic Leadership has a positive impact on Employee Creativity.

The regression analysis’s findings demonstrate that paternalistic leadership and employee creativity are significantly correlated, with a value of $\beta=0.500$ at a significant level of .000. As a result, the aforementioned theory is accepted.

H₃: Trust has a positive impact on Organization Citizenship behavior.

The results of the analysis reveal that the β value of the direct relationship of the mediator (Trust) with OCB is .239 at a significance level of .000. Based on the values indicated and stated, the above hypothesis is accepted. Moreover, it was also observed through the results that mediation is fulfilling the pre-conditions as indicated by Barron and Kenny in 1986, so research was able to proceed further for mediation analysis.

H₄: Trust has a positive impact on Employee Creativity.

The regression analysis indicates that Trustees have a significant relationship with employee creativity (Dependent Variable) ($\beta = .278$). The above hypothesis is accepted because it is fulfilling the pre-conditions to mediation as indicated by Barron and Kenny, 1986. So the researcher was able to proceed with mediation.

H₅: Trust mediates the relationship between Paternalistic Leadership and OCB.

On the basis of mediated regression analysis, it has been found that trust has partial mediation in the relationship between Paternalistic Leadership and OCB because it is changing the significant level. So, it is strongly mediating the relationship between paternalistic leadership and organizational citizenship behavior.

H₆: Trust mediates the relationship between Paternalistic Leadership and Employee Creativity.

The hierarchical-mediated regression analysis yields the result that trust has a partially mediating role in the relationship between paternalistic leadership and employee creativity. Hereafter, the hypothesis is accepted.

5 Discussion

The selected variables for the existing research model were analyzed not only directly but through the mediating role of trust between the independent variable and dependent variable. A significant association between paternalistic leadership and dependent variables, such as employee creativity and citizenship behavior, is also shown through regression and correlation analysis. The results of the current study confirmed and validate the findings of previous studies, on the relationship between paternalistic leadership and employee creativity as well as with organizational citizenship behavior. These studies found a significant relationship between paternalistic leadership and employee creativity and paternalistic leadership and organization citizenship behavior. The current study used a comprehensive model to investigate the effects of leadership styles on employee creativity in OGDCL and PTCL. The empirical and theoretical analysis found that paternalistic leadership the employee creativity and organizational citizenship behavior. Effective leadership and their relationship with employees are two factors that have been regarded as fundamental for employee job satisfaction, performance, and commitment to employees and to the organization which ultimately leads to organizational success. [Gelfand et al. \(2007\)](#) say that paternalistic leadership positively affects the attitudes and behaviors of employees toward the company and encourages them to act in a committed and innovative manner. Shi-en actions (kindness) such as "individual care" and "thoughtful and kind" are characteristics of benevolent leadership that subordinates can only repay by remaining devoted to their jobs and organizations ([Ayman et al., 2000](#); [Chaudhary, 2020](#)).

From an organizational perspective, Paternalism is analyzed as an improvement and civilized workplace. So, leadership is more concerned with employees' Personal lives and supporting their family Issues. As Result Employees have Positive Outcomes and more dedication and satisfaction towards their jobs. This leadership style is also helpful to promote employee creativity and teamwork output. In the Pakistani organization, which falls under the purview of semi-government, namely Oil & Gas Development Company Limited (OGDCL) and Pakistan Telecommunication Company Limited, there are positive and significant relationships between paternalistic leadership, employee creativity, and organizational citizenship behavior (PTCL). In such organizations, the paternalistic leadership concept is found, and with this leadership trait, the leaders can get more committed employees/subordinates which is exhibiting positive behavior. Leaders with such traits and ability, benevolence, and integrity have an effect on their subordinate's Citizenship behavior, as can be seen by the main effects on sportsmanship, altruism, conscientiousness, and civic virtue. The regression and correlation tables reported in the previous chapter of the current study indicate that the behavior of leaders can play a vital part in the creativity and citizenship behavior of their subordinates, as the research of [Settoon et al. \(1996\)](#) suggested (H_1 , H_2). The relationship between paternalistic leaders and employee-related outcomes cannot give a better result in the absence of trust in leaders. Trust in the current study was taken as a mediator and indicated according to the results that it is mediating the relationship between leaders and their followers. In the absence of trust either the leader or follower is unable to give the desired results because leader-member exchange takes the place

between leaders and their followers and if it is not trusted, it cannot work. The occurrence of exchange between leaders and followers and their relationships can be characterized by support and trust, mutual influence, respect for each other's professions, mutual like, and professional regard (Gelfand et al., 2007).

Most of the researchers check the relationship between leaders and followers through trust and found significant results i.e. Egan, Young, and Bartlett (2004) examined the relationship between leaders, trust, and job satisfaction which can lead to employee creative behavior and organizational citizenship behavior (H₃, H₄). The results indicated that trust is playing an important role between leaders and followers. On the other hand, their finding also indicated that trust had a significant and unique relationship with organizational citizenship behavior. Same as another research by found a partially significant role of trust which can be supported by the current research as it is also having partially significant results of trust as the mediator between paternalistic leadership with employee creativity as well as with organizational citizenship behavior. The partial significance results of the relationship came because this research was conducted in Pakistan; Pakistan is amongst those countries which are having different cultures than the other European countries. Organizations in Pakistan have a more collectivistic culture and can give different results as compared to an individualistic society (H₅, H₆).

6 Conclusion

In order to advance the capacity to improve employee creativity and organizational citizenship behavior in Government and Semi Government related organizations operating in Rawalpindi and Islamabad of Pakistan, the study is being conducted to determine whether or not this well-established concept of paternalistic leadership is applicable. Although there is little research on these variables, it has been shown that Pakistani organizations have not usually researched the ideas. The use of this notion in Pakistan's government and semi-government institutions is the focus of the current study. The link between paternalistic leadership and employee innovation and organizational citizenship behavior has been investigated, with strengths being given through intermediaries like trust. The study's findings suggest that paternalistic leadership traits can boost employees' levels of creativity and civic engagement in the firms in the study's target sector.

6.1 Implications

For a company like OGDCL or PTCL, this study has a number of useful applications. The findings of this study can be used by organizations to develop specific employee-related strategies intended to teach supervisors how to behave in a way that will help the employees and encourage the employees to exhibit creativity and OCB in the workplace so that organizations can gain a competitive advantage over their rivals. The role of leaders is a key finding that has implications for Pakistani firms that were especially targeted, since it is a significant antecedent of employee organizational commitment, work happiness, employee inventiveness, and organizational citizenship behavior. Similar to Paternalistic Leadership, creativity levels among employees have been shown to be positively correlated with organizational behavior. Additionally, this study is having more significant practical ramifications for enterprises, particularly in relation to training practices used in HRM (Human Resource Management). Organizations must teach supervisors and leaders in the workplace to act in a paternal and supportive manner to-

ward one another, since this affects employees' levels of commitment and satisfaction. This training can produce the greatest outcomes that will successfully assist the business accomplish its vision and goal. Better learning environments can also result from a supportive work environment. The cost of the negative behavior of employees that the organization may have to bear if they are not happy with their job duties or uncomfortable around their leaders or supervisors can be easily reduced by the organization with the aid of this study and better application of this study within the organization.

6.2 Limitations of the Study

Despite the fact that all of the hypotheses had significant results, there are several study constraints, such as the fact that data were only gathered from groups active in Rawalpindi and Islamabad. Since it was not possible to focus on all of an organization's employees during the allotted time period, just one employee group, namely those in the head offices, were used to collect the data. Whereas the organization taken into consideration for the study are operating all over Pakistan, it was identified as a limitation of the study, because of the unavailability of time and resources to reach or take the response from whole employees of organizations. Additionally, the results of a self-administered questionnaire were the only data used in the current investigation. One issue with this is the question of participants reacting in a way that is socially acceptable. It is conceivable that participants overestimated the level of leadership they perceived since Pakistan has a collectivist society. The anonymity of the poll should have greatly reduced the social desirability bias, though.

The lack of performance data is the second constraint. As a result, it was not able to evaluate the claims that whatever organisational department needs more creativity and that leadership style was positively correlated with creativity or an employee's positive behaviour. Thirdly, while thorough interviews with top management and supervisors may have given a more in-depth analysis of their issues, the research also uses the standard method approach of data collecting, which is through a survey questionnaire.

6.3 Guidelines for Future Research

The current study analyzes the relationship between paternalistic leadership and employee creativity, and OCB with mediating effect of trust on leadership. It is very much necessary for a PTCL and Oil & Gas Development Company Limited (OGDCL) with some other ministries like Finance and planning division ministry operating in Islamabad and Rawalpindi. Because there is a need in organizations that its employees exhibit creative and committed behavior so that organizations can perform in an effective and efficient manner. So organizations focus on the support/ and role of leaders to gain better performance from the employee. Because leaders are known in the organization are a better source for motivation of the employees. No doubt the current study clears most of the confusion and tests the concept in a collectivist society like Pakistan. But there is a still need to include some other variables or touch on some other areas for research because there is room to study in depth with respect to employees as well as with connection to leaders' personalities. Moreover, paternalistic leadership and employee-related outcomes can also study with the inclusion of some other mediator or moderator like distributive justice, knowledge sharing behavior of leaders, and taking Hofstede dimension like power distance will give some other aspects of the current study. Furthermore, more work is needed to explicate potential mechanisms through which paternalistic leadership affects the

followers' performance. In addition, the current study does not incorporate in-role and extra-role performance so more research is needed to examine the said phenomena. Future studies should also explore whether or not modernity has any influence on the current model.

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