

**The Study on influence of Paternalistic leadership style with special reference to Innovative Performance by Individual Employees at Ayesha Embroideries Textile Private Limited, Doddaballapur**

**Author**

Bindu V

USN. 1VA21BA009

Department of management studies Sai Vidya Institute of Technology Rajanukunte, Bengaluru

**Co author**

Prof.Manjunatha. S Assistant Professor

Department of management studies Sai Vidya Institute of Technology Rajanukunte, Bengaluru

**1.ABSTRACT :**

The study investigates the impact of paternalistic leadership style on innovation performance among employees at Ayesha Embroiders Textile Private Limited Doddaballapur. It uses a mixed-methods approach, combining quantitative research and qualitative interviews. The study found a significant positive correlation between paternalistic leadership and innovative performance, with employees who felt their managers were responsive, caring, and supportive more likely to take part in innovative behaviors. Mediating factors staff motivation, work satisfaction, and beyond psychological safety, and communication quality. However, challenges include over-reliance on leaders for decision-making and prioritizing harmony over constructive conflict. To address these issues, the study recommends promoting an independent culture, encouraging employees to take their ideas, and promoting open communication channels.

## 2. INTRODUCTION:

The role of leadership styles in shaping employee performance and organisational outcomes has garnered significant attention in the field of management. Among these styles, paternalistic leadership stands out as a unique approach that combines elements of authority, care, and guidance. This study focuses on investigating the bearing of paternalistic leadership on the innovative performance of individual employees. Innovation has become a pivotal factor in maintaining a competitive edge in today's dynamic business environment. By delving into the bond between paternalistic leadership & employee innovation, this research aims to uncover how this leadership style influences and potentially fosters creative thinking, risk-taking, and the implementation of novel ideas. Such intuitions are vital for organisations aiming to optimise leadership strategies and employee potential to drive innovation and overall success.

### Importance of Paternalistic Leadership:

- ❖ Identifying the characteristics of paternalistic leadership style and how it differs from other leadership styles.
- ❖ Exploring the impact of paternalistic leadership style on employee innovation.
- ❖ Examining the issues that influence the effectiveness of paternalistic leadership style in promoting employee innovation.
- ❖ Analysing the relationship between employee job satisfaction and innovation under paternalistic leadership.

## 3. LITERATURE REVIEW:

### 1. Influence of Paternalistic Leadership on Employee Innovation Behaviour and New Ventures Performance : The Moderating Role of Leader Humility

**Article:** MDPI Journal *Sustainability* 2023, 15(7), 5897.

<https://doi.org/10.3390/su15075897>

**Author:** Mei fang Yao And Meiqiang Hao **Date:** Published: 28 March 2023 Paternalistic leadership is a concept proposed by Silin and Redding and Westwood respectively, which is a unique representation of Chinese capitalism.. Ethical leadership is fair, trustworthy, and honest, while moral leadership seeks both fairness and justice. Deconstructing paternalistic leadership thoroughly will aid leaders understand their leadership mode and provide a foundation for better leadership. Leader humility research focuses on leadership by underscoring the leader's role in an organization.

2. **The Influence of Paternalistic Leadership On Individual Performance** Article: [Journal of Leadership in Organizations](#) 4(1)

DOI: [10.22146/jlo.72665](https://doi.org/10.22146/jlo.72665) , CC BY-SA 4.0 <https://jurnal.ugm.ac.id/leadership>

**Authors:** Anhar Malik and C. Budi Santoso, **Date:** March 2022

Paternalistic leadership is a unique leadership research-tested behaviour by researchers from various countries, occurring in high power-distance and collectivistic cultures. Research has revealed that is related to countries adopting to a collective culture and high- power distance. This study examines the inspiration of paternalistic leadership on employee's attitude, which is a result of leadership process based on member's attitude or perspective. In societal conversation concept, it is fixed and affective events theory, and suggests that trust in leadership represents a high-quality relation of a leader and followers.

1. **Relationship Between Paternalistic Leadership and Employee Innovation: A Meta- Analysis Among Chinese Samples**

**Article:** Organizational Psychology

**Author:** Lin Lu , Kaiju Zhou, Yangzhou Wang and Sashi Zhu, **Date:** 01 July 2022 Paternalistic leadership is a notion similar to traditional Chinese "fatherly Leadership" that consists of three sub-leadership styles: benevolent (BL), moral (ML), and authoritarian (AL). This study examines whether the associations of the three aspects of paternalistic leadership with innovation vary over different measurement tools. Intrinsic motivation acting a key role in the relationship among leadership and innovation. Benevolent leaders focus on mobilizing resources to support subordinates, while authoritarian leaders closely monitor employees and require them to follow rules and orders.

2. **The impact of paternalistic leadership practices on the employees' voice behaviour** Article: Academy of Strategic Management Journal

**Author:** Mohammed Abed Salih **Date:** 2021

There is a correlation flanked by parental leadership & employee voice behaviour that is statistically significant & promotes positive relationships that increase employee commitment and loyalty to the university. The upshots of the knowledge disclosed that there exists a negative effect between authoritative leadership and voice behaviour of Anbar University employees, which confirms that the higher the authoritative leadership practices of officials and decision makers, the less voice behaviour & vice versa.

## 5. Empirical research on influence mechanism of Paternalistic Leadership on team innovation performance

**Article:** Biotechnology An Indian Journal

**Author:** Qiao-yun He and Chun-Hua Chen, **Date:** 2014

This research studies the influence of positive and negative leadership behaviors on team innovation management at the team level. The study provided a new perspective to understand team innovation performances, , & explored the affection of team innovation performances. It found that the main effects of team innovation performances from both sincere leading and authoritarian leadership were not obvious, & were influenced by feelings of team. This suggests that the research results about the influences to subordinate and team innovation performances from sincere leading and authoritarian leadership were inconsistent.

### OBJECTIVES:

1. To understand the paternalistic leadership style for innovative performance of individual employee.
2. To compare Paternalistic leadership with other styles of Leadership.
3. To Evaluate the best practices for improvement of Paternalistic leadership style.
4. To assess the best practices of Paternalistic leadership style to improve the innovative performance of employees.

### LIMITATIONS:

1. **Lack of autonomy:** Employees may become reliant on the leader's direction, limiting their initiative and creativity.
2. **Limited Idea Generation:** Paternalistic leadership style prevents employees from questioning authority and dissent, limiting idea generation.
3. **Resistance to change:** Paternalistic leaders may resist change to maintain stability and control, preventing experimentation.
4. **Limited diversity of thought:** Paternalistic bosses limit diversity of opinion, limiting potential for innovation

## RESEARCH METHODOLOGY:

The samples were composed from the export-oriented exported unit spoken for in the manufacture and export of textile industry " A study on influence of paternalistic leadership style with special reference to innovative performance by individual employees at Ayesha embroideries textile private limited , Doddaballapur" A simple random sampling is used to get the responses. The sample size collected is 160 respondents. The research instrument used for the research is the questionnaire method.

### 5. ANALYSIS: Data Analysis were done by using SPSS Software CHI-SQUARE

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	35.368 <sup>a</sup>	16	.004
Likelihood Ratio	38.842	16	.001
Linear-by-Linear Association	10.629	1	.001
N of Valid Cases	160		
a. 13 cells (52.0%) consume expected count <5. The minimum expected count is 1.17.			

#### Interpretation:

The Chi-Square tests demonstrate significant variation across departments ( $p = .004$ ) regarding the encouragement of risk-taking & innovative approaches by leaders. A significant linear trend ( $p = .001$ ) implies a potential linear relationship. The analysis encompasses 160 valid cases; however, 52.0% of cells have expected counts  $< 5$ , with a minimum of 1.17.

## CORRELATIONS:

Correlations									
		11	22	31	14	24	34	45	46
Q.11	Pearson Correlation	1	.103	.078	.277**	.033	.070	.080	.170*
	Sig. (2-tailed)		.193	.328	<.001	.681	.379	.315	.032
	N	160	160	160	160	160	160	160	160
Q22	Pearson Correlation	.103	1	.105	.151	-.093	.115	.084	-.016
	Sig. (2-tailed)	.193		.188	.056	.241	.146	.291	.836
	N	160	160	160	160	160	160	160	160
Q.31	Pearson Correlation	.078	.105	1	.143	.118	.147	.021	.225**
	Sig. (2-tailed)	.328	.188		.071	.139	.064	.791	.004
	N	160	160	160	160	160	160	160	160
Q.14	Pearson Correlation	.277**	.151	.143	1	-.061	.033	-.009	.088
	Sig. (2-tailed)	<.001	.056	.071		.441	.675	.911	.268
	N	160	160	160	160	160	160	160	160
Q.24	Pearson Correlation	.033	-.093	.118	-.061	1	.225**	.019	.187*
	Sig. (2-tailed)	.681	.241	.139	.441		.004	.812	.018
	N	160	160	160	160	160	160	160	160
Q.34	Pearson Correlation	.070	.115	.147	.033	.225**	1	-.048	.237**
	Sig. (2-tailed)	.379	.146	.064	.675	.004		.543	.003
	N	160	160	160	160	160	160	160	160
Q.45	Pearson Correlation	.080	.084	.021	-.009	.019	-.048	1	.036
	Sig. (2-tailed)	.315	.291	.791	.911	.812	.543		.654
	N	160	160	160	160	160	160	160	160
Q.46	Pearson Correlation	.170*	-.016	.225**	.088	.187*	.237**	.036	1
	Sig. (2-tailed)	.032	.836	.004	.268	.018	.003	.654	
	N	160	160	160	160	160	160	160	160
**. Correlation is significant at the 0.01 level (2-tailed).									
*. Correlation is significant at the 0.05 level (2-tailed).									

### Interpretation:

According to descriptive analysis, is not statistically significant. The ability of paternalistic leaders to balance the requirements of their subordinates with the desires of the organization has a weak positive association. Trust in subordinates' talents is moderately positive, with a 0.170 correlation with other variables. Overall, paternalistic leadership improves employee performance and innovation, but its effectiveness is debatable.

### One-way ANOVA:

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Q.14	Between Groups	6.466	1	6.466	4.003	.047
	Within Groups	255.227	158	1.615		
	Total	261.694	159			
Q.16	Between Groups	10.673	1	10.673	7.606	.007
	Within Groups	221.702	158	1.403		
	Total	232.375	159			
Q.44	Between Groups	7.938	1	7.938	5.530	.020
	Within Groups	226.806	158	1.435		
	Total	234.744	159			
Q.50.	Between Groups	11.672	1	11.672	10.204	.002
	Within Groups	180.728	158	1.144		
	Total	192.400	159			

### Interpretation:

An ANOVA data show fostering a culture of innovation ( $F=10,204$ ,  $p=.002$ ), supporting resources & expertise ( $F=7,606$ ,  $p=.007$ ), & providing feedback on innovative ideas ( $F=5,530$ ),  $p=.020$ ) Leader evaluation and reward for innovative ideas consume a significant impact on employee perceptions. These small p-values submit that these administration activities have a statistically significant impact on an organization's ability to foster innovation.

#### 4.6..T-test

Paired Samples Statistics					
		Mean	N	Std. Deviation	d. Error Mean
Pair 1	12.How often does your leader involve you in decision-making related to your work?	3.0938	160	1.24283	.09825
	14.How often does your leader recognize and reward your innovative ideas?	3.1438	160	1.28292	.10142
Pair 2	32.How often does the paternalistic leader involve their subordinates in the decision-making process?	3.0500	160	1.13714	.08990
	36.To what extent does the paternalistic leader provide opportunities for growth and development for their subordinates	3.0688	160	1.24951	.09878

#### Interpretation:

Pair 1 shows non-significant +ve association between giving incentives for growth in decision-making & evaluation of innovative ideas ( $r = 0.062$ ,  $p = 0.216$ ). In Pair 2, involving subordinates in conclusion creation & providing growth opportunities show a moderately significant positive correlation ( $r = 0.179$ ,  $p = 0.012$ ). This resources that influential who involve their employees in decision-making are also likely to offer growth opportunities.



**CONCLUSION :**

Ayesha Embroiders Textiles Private Limited's findings reveal the prevalence of paternalistic leadership, which positively impacts employees' perceptions of support, creativity, and innovation. This leadership style, characterized by caring, encouraging, and empathetic behavior, increases trust & commitment to the company's goals. Employees under higher paternalistic leadership are more willing to take risks and innovate, indicating a positive relationship between leadership elegance & employee creativity and willingness to contribute to organizational growth. By capitalizing on this leadership style and addressing potential challenges, Ayesha Embroiders can position itself as a forward-thinking manufacturing association, promoting sustainable growth, employee satisfaction, and long-term success.

**FINDINGS:**

1. Among the employees surveyed, 73% reported a positive impact of the paternalistic leadership style on their perception of organizational support, fostering a logic of trust and commitment to the company's goals.
2. Emotional intelligence plays a critical protagonist in the effectiveness of paternalistic leaders, with 78% of employees expressing that leaders' empathy and understanding enhance their motivation to occupy in innovative behaviors.
3. While 56% of employees perceive a potential disadvantage of paternalistic leadership as slower decision-making processes, the majority (74%) still view the advantages of a caring and supportive work environment as outweighing the drawbacks.
4. Paternalistic leaders, according to 27% of employees, may prioritize stability above disruptive innovation.

**SUGGESTIONS:**

1. Leadership Development Programs: Invest in leadership development programs that train leaders in different leadership styles, including how to balance patronizing elements with other effective leadership styles.
2. Emotional Intelligence Training: Organize workshops and trainings to improve the emotional intelligence of managers to improve their ability to empathize, understand and motivate employees.
3. Innovation Workshops: Organize innovation workshops and brainstorming sessions where employees from different teams can collaborate and share innovative ideas.
4. Encourage feedback: Create a culture of open feedback and communication to address slowness in decision-making and ensure the free flow of ideas.

**REFERENCE :**

1. Saunders, M.N.K., Lewis, P., & Thornhill, A. (2019). Research methods for business students (8th ed.). Pearson. Chapter 12: Management Education
2. Kumar, R. (2020). Research methodology: a step-by-step guide for beginners (6th ed.). SAGE Publications Ltd. Chapter 9: Management Styles and Approaches
3. Messick, D.M. and Kramer, R.M. (Ed.). (2005). The psychology of leadership: New perspectives and research (1st ed.). Journal of Psychology. Chapter 13: The Role of Culture in Administrative Processes and Results
4. Yukl, G.A. (2012). Leadership in organizations (9th ed.). Pearson. Chapter 11: Charismatic and Transformational Leadership
5. Kouzes, J.M. and Posner, B.Z. (2017). The Leadership Challenge (6th ed.). Wiley. Chapter 5: Paternalistic Leadership (pp. 90-105).
1. Journal of Leadership in Organizations: March 2022
2. Leadership & Organization Development Journal: August 2022
3. Organizational Psychology: July 2022
4. European Journal of Management and Business Economics: May 2022
5. Advances in Economics, Business and Management Research: January 2021
6. Paternalistic Leadership and Innovative Behaviour: Psychological Empowerment as A mediator: March 2019
1. [https://www.researchgate.net/publication/359597300\\_The\\_Influence\\_of\\_Paternalistic\\_Leadership\\_On\\_Individual\\_Performance](https://www.researchgate.net/publication/359597300_The_Influence_of_Paternalistic_Leadership_On_Individual_Performance)
2. [https://www.researchgate.net/publication/259481762\\_Affective\\_Trust\\_in\\_Chinese\\_Leaders\\_Linking\\_Paternalistic\\_Leadership\\_to\\_Employee\\_Performance](https://www.researchgate.net/publication/259481762_Affective_Trust_in_Chinese_Leaders_Linking_Paternalistic_Leadership_to_Employee_Performance)
3. [https://www.researchgate.net/publication/315360477\\_paternalistic\\_leadership\\_a\\_review\\_and\\_agenda\\_for\\_future\\_research](https://www.researchgate.net/publication/315360477_paternalistic_leadership_a_review_and_agenda_for_future_research)
4. <https://www.mdpi.com/2219954>
5. [https://www.researchgate.net/publication/311466427\\_Effect\\_of\\_paternalistic\\_leadership\\_style\\_on\\_subordinate's\\_trust\\_an\\_Indian\\_study](https://www.researchgate.net/publication/311466427_Effect_of_paternalistic_leadership_style_on_subordinate's_trust_an_Indian_study)