

Paternalistic Leadership and Employee Effectiveness: A Multiple-Level-of-Analysis Perspective

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Along with the constructs and measurement of triad models of Chinese Paternalistic Leadership (PL), the PL and its effectiveness within Chinese organizations have been gradually clarified by a series of empirical studies. But some existed issues still need to be refined further. The one of most important is the multiple levels of analysis of PL: The group difference approach which considers the leader would treat all employees equally and the individual difference approach which considers the leader would treat employees differently. Therefore, based on past research, this study continues to explore the effects of PL on the employee effectiveness both operating at individual or dyadic level (or micro-level), organizational level (or macro-level), and the interaction effect. The data is formed of participants of 70 businesses with 382 employees, who have close job-interaction with CEO, and collected by survey. The results proved again the influences of PL at individual level and showed the influences of PL at group level which emphasized the importance of Moral Leadership. Besides, the result showed the moderator influence of average PL on the relationship between the individual PL and employee effectiveness which then verified PL was not pure individual level or group level but the individual within the group level. The consequences were conformed to the construct of interdependence in Chinese society. The effect of leadership on employees is not only from the individual leadership but also from the moderated effect of average leadership, which highlights the interdependent relationship among individual, group, and leader. Finally, contributions and implications were discussed, and the suggestions for future studies were also provided.

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