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**IS PATERNALISTIC LEADERSHIP CHALLENGE OR  
HINDRANCE? CONGRUENCE EFFECT AND  
INCONGRUENCE EFFECT OF AUTHORITARIANISM  
AND BENEVOLENCE ON EMPLOYEE OUTCOMES**

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**Is Paternalistic Leadership Challenge or Hindrance?  
Congruence Effect and Incongruence Effect of  
Authoritarianism and Benevolence on Employee Outcomes**

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A thesis submitted in partial fulfilment of the requirements for

the degree of Doctor of Philosophy

June 2018

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## **ABSTRACT**

Although some consensus has been reached that paternalistic leadership combines two key dimensions —authoritarianism and benevolence, it is still unclear whether paternalistic leaders should maintain congruence between authoritarianism and benevolence or not. Prior studies have created a dilemma for paternalistic leaders that should leaders enhance authoritarianism and benevolence simultaneously or maximize only benevolence.

Drawing on the transactional stress model, I examine the congruence and incongruence effects of the combination of authoritarianism and benevolence on employees' challenge stress and hindrance stress, which in turn influences follower's attitude (i.e., turnover intention) and job performance outcomes. This study hypothesized that congruence between authoritarianism and benevolence can lead to higher challenge stress appraisal (also lower hindrance stress appraisal) than the incongruence between them does. Challenge stress is higher when the leader's authoritarianism is in congruence with benevolence at a high level than it is when they are in congruence at a low level, while hindrance stress is lower when the congruence level is high than it is low. Subordinates' hindrance stress is higher (challenge stress is lower) when a leader's authoritarianism is higher than benevolence than it is when a leader's benevolence is higher than authoritarianism. Further, I proposed the mediating effect of challenge stress and hindrance stress in the relationship between paternalistic leadership and employee outcomes.

These hypotheses were examined using a sample of 252 supervisor–employee dyads from two manufacturing companies in China. This study adopted hierarchical regression method and polynomial regression method to test the hypotheses, and I

created a block variable by combining the polynomial terms to test the indirect effects of challenge stress and hindrance stress. The results showed that the congruence between benevolent leadership and authoritarian leadership is critical to consider in predicting hindrance stress. Challenge stress will be high when authoritarianism and benevolence are all in high level. The asymmetrical incongruence effects were supported in the relationship between paternalistic leadership and hindrance stress, which means hindrance stress was lower when benevolence was higher than authoritarianism than it was when authoritarianism was higher than benevolence.

Moreover, the mediating results indicate that challenge stress is an important mechanism in explaining the interplay of paternalistic leadership and performance, and hindrance stress is an important mechanism in explaining the interplay of paternalistic leadership and turnover intention. The post hoc analyses findings didn't find the congruence effects between the combination of benevolence and authoritarianism and outcome variables. This dissertation intends to provide theoretical and practical implications for paternalistic leadership and stress-related research.

*Keywords:* paternalistic leadership, authoritarianism, benevolence, challenge stress, hindrance stress, turnover intention, performance

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# CHAPTER 1

## INTRODUCTION

### 1.1 Research Background

Paternalistic leadership, a popular leadership style in eastern cultures, combines two key dimensions —authoritarianism and benevolence (Aycan, 2006; Pellegrini & Scandura, 2008). Authoritarianism refers to leaders' exhibiting absolute control and power over their subordinates (Cheng, Chou, Wu, Huang, & Farh, 2004), and benevolence is leader's individualized concern for subordinates' personal and their family's well-being beyond the working relationship (X.P. Chen, Eberly, Chiang, Farh, & Cheng, 2014). The concept of "Paternalistic leadership" was firstly proposed by Sinha (1990) as a leader who has two extreme different faces of caring and strict control toward their followers. Although Farh and Cheng (2000) suggested moral as a third component of paternalistic leadership based on their observation and investigation of Chinese leadership, the present study only focuses on the two dimensions for the following reasons.

Firstly, when the construct of paternalistic leadership was proposed, it was defined as a leader that exhibiting caring and control over the subordinates (Sinha, 1990). Thus, we can know that the key point of this variable is the two contradictory faces. Most of the previous studies only emphasized authoritarian leadership and benevolent leadership (Pellegrini & Scandura, 2008); research of Aycan (2006) also state that paternalism should be a construct that goes beyond the culture boundary and contributes to the development of both western and eastern. As for the similarity and difference between its conceptual definition in Western and Eastern cultures (see

Pellegrini & Scandura, 2008, for a review), we can identify that the similarity is more salient than the difference in definition.

Both cultures agree that paternalistic leadership comprises two dimensions—authoritarianism and benevolence. The difference is reflected in the third dimension proposed by Cheng et al., (2000)—morality. Previous studies have tried to compare morality dimension in Paternalistic leadership with the ethical leadership (Treviño, Brown, & Hartman, 2003) developed in Western culture, and they found that these two kinds of leadership are really highly similar to each other in both the cultural root and the way it takes function. These facts indicate that Paternalistic leadership is not necessarily and not appropriately to be a cultural construct, and the morality dimension cannot reflect very strong cultural differences. As a result, the present study focuses on the two typical dimensions –authoritarian leadership and benevolent leadership.

Secondly, current literatures that contribute to Paternalistic leadership have mainly focused on the two dimensions of authoritarianism and benevolence separately. For example, Schaubroeck, Shen, and Chong (2017) and Zhang and Xie (2017) focused on the effect of authoritarian leadership; Wang and Cheng (2010) focused on the influence of benevolent leadership on employees' creativity. Even the research on interaction effects have also focused on these two dimensions that reflect “En” and “Wei” in Chinese culture (Chan, Huang, Snape, & Lam, 2013). Following this logic, this study tries to enrich the investigation of paternalistic leadership by exploring the interplays between two dimensions.

There are mainly two views in the research on Paternalistic leadership, which lead to different conclusions in this research area. I summarized them as separate constructs view and Janus-faced leadership view. Most research about paternalistic leadership has examined its dimensions separately (Aycan, 2006; Farh, Cannella, & Lee, 2006). They suggest that authoritarianism is negatively related to employees' attitudes such as trust in leaders (Wu, Huang, Li, & Liu, 2012; X. P. Chen et al., 2014), which in turn negatively affects employees' performance outcomes (Wang, Tang, Naumann, & Wang, 2017) and organizational citizenship behaviour (Zhang & Xie, 2017). Benevolent leadership is positively related to employees' affective trust, OBSE (Chan et al., 2013), creativity (Wang & Cheng, 2000), performance and organizational citizenship behaviour (Chen et al., 2013). These studies tend to make it very simple that authoritarianism paternalistic is a bad leadership style because it controls subordinates a lot, while benevolence paternalistic is a good leadership style because it provides personal consideration to employees, which is good for their work motivation and engagement. Thus, the conclusion from this point of view is that paternalistic leadership can reach the best result by showing high level of benevolence.

However, the story is not complete if we just regard these two dimensions separately and consider the sum of these dimensions' influences as the consequence of paternalistic leadership. It is reasonable to believe that when these two distinct leadership styles or behaviors exhibit simultaneously in a certain person, their interaction will take a function to influence employees' appraisal and perception. Some scholars considered paternalistic leadership as a unified construct with two faces (Chan et al., 2013; Wang et al., 2016) and emphasize the co-occurrence of its two dimensions. For example, Chan et al., (2013) explored the interaction effect

between authoritarian leadership and benevolent leadership. They found that benevolent leadership can buffer the negative influences of authoritarian leadership on employees' performance and organizational citizenship behaviors because subordinates tend to interpret the leader's behaviors as good intention when the level of benevolent leadership is high (Chan et al., 2013).

Other researchers support the congruence between these two components (Cheng, Chou, & Farh, 2000; Wang et al., 2016). Wang et al., (2016) suggest that the simultaneous demonstration of leader authoritarianism and benevolence represents the parent prototype for employees (Maccoby, 2004), which has a positive effect on subordinates' performance. These studies demonstrated that the co-occurrence of authoritarian leadership and benevolent leadership is beneficial for performance outcome, and the congruent effect of these two dimensions should be emphasized.

## **1.2 Research Needs and Thesis Overview**

These different views have resulted in mixed findings and inconsistent conclusions of the influence of paternalistic leadership (see Pellegrini & Scandura, 2008, for a review), and created a dilemma — should leaders enhance authoritarianism and benevolence simultaneously or maximize only benevolence. Although Farh and Cheng (2000: 112) suggested that paternalistic leadership involves the co-occurrence of authoritarian leadership and benevolent leadership to varying degrees, there is no conceptual clarity regarding to what extent paternalistic leadership should balance authoritarian leadership and benevolent leadership. Thus, the present study intends to examine the interplay of two components of paternalistic leadership and to explore their effects on job attitudes and performance outcomes by examining their congruence and incongruence effects. In doing so, I provide a clearer conceptual



foundation for the paternalistic leadership literature and provide a theoretical base to interpret findings and implications of paternalistic leadership.

Moreover, by examining the congruence and incongruence effects of authoritarianism and benevolence on employees' attitude and performance outcomes, this study intends to reconcile the inconsistent findings of previous research. The present study compares the effects of congruence level and incongruence level and also the asymmetrical incongruence effects of benevolence and authoritarianism. By doing so, this study can provide directions and evidence for the management practices in leadership.

In addition, although these studies have explored the mechanism of paternalistic leadership — performance relationship, most of them limited to the relationship-focused perspective (X. P. Chen et al., 2014, Zhang & Xie, 2017). For example, X. P. Chen et al., (2014) demonstrated that affective trust played a mediating role in the relationship between dimensions of paternalistic leadership (i.e., authoritarian leadership, benevolent leadership and moral leadership) and performance outcomes; Chan et al., (2013) demonstrated that organization-based self-esteem played as a mediator between the interplay of authoritarian leadership and benevolent leadership and performance outcomes. Little if any research has explored the effect from employees' cognition-based (appraisal) perspective despite the fact that paternalistic leaders with high authority and control toward employees influence their job perception. Paternalistic leadership is a kind of leadership style intends to achieve effectiveness in developing subordinates (Wang et al., 2017). Thus, it will influence subordinates' job appraisal and perception in the workplace (Zhang & Xie, 2017). Considering these features, this study introduce challenge stress and hindrance

stress, which can be the driver and hamper for employees' self-development as the proximal outcomes of paternalistic leadership.

Previous studies provided some evidence regarding the relationship between paternalistic leadership and employees' stress perception. In the organization, leader's behavior can influence subordinates' physical health and also their psychological feelings (Gardner, Avolio, Luthans, May & Walumbwa 2005). Using the sample of Chinese managers and non-Chinese subordinates, Chen and Kao found that authoritarian paternalistic leadership and moral paternalistic leadership are negatively related to subordinates' psychological health. That means such kind of paternalistic leadership will increase employees' anxiety, distress, depression ect. From the role theory perspective, Zhang and Xie (2018) found that dimensions of paternalistic leadership can influence employees' role ambiguity, role conflict and role overload, and further impact their job performance. These studies support the linkage between paternalistic leadership and employees' stress perception. Moreover, scholars are interested in investigating the beneficial effect of authoritarian leadership in recent years. Huang, Xu, Chiu, Lam and Farh (2015) found that authoritarian leadership is positively related to firm performance when economic environment is harsh and scare. Using the challenge-hindrane stress framwork, this study can help to explore the potential beneficial impact of authoritarian leadership.

To be specific, I adopt the transactional model of stress to explore the different combinations of authoritarianism and benevolence, and whether the combinations lead to different patterns of stress-related response. I include challenge-hindrane stress as mediators to reflect the cognitive appraisal process of transactional stress model. This theoretical shift changes the mechanism from the previous relationship-

focused explanation (X. P. Chen et al., 2014; Pellegrini, & Scandura, 2006) to a cognition-focused process.

### **1.3 Structure of the Thesis**

This thesis consists of six chapters. Introduction was firstly presented in Chapter 1, which includes the research background and research motivation. Chapter 2 presents a detailed literature review on paternalistic leadership and challenge-hindrance stress. Chapter 3 described the relationship between paternalistic leadership and challenge/hindrance stress and work outcomes, and depicted the hypotheses and research framework of this dissertation. Chapter 4 presents the sample, procedure, measurement and also the analysis strategy of this dissertation. Chapter 5 tests the hypotheses in the research model including the congruence/incongruence effects of authoritarian leadership and benevolent leadership and the mediating effects of challenge and hindrance stress. Chapter 6 presents the overview of results and provides the theoretical and practical implications of the findings.

## CHAPTER 2

### LITERATURE REVIEW

#### **2.1 Paternalistic Leadership**

##### ***2.1.1 Definition of Paternalistic Leadership***

There is a long history of Paternalistic leadership. Since 1976, Silin conducted a one-year interview in a large private enterprise in Taiwan and found that the leadership style in Taiwan is greatly different from that in western countries (Silin, 1976). The differences were mainly exhibited by leader's controlling on employees, and maintaining high power distance with subordinates, which is called as authoritarian leadership in the following research. Redding (1990) then interviewed 72 enterprise managers, which were called Chinese capitalism at that time, and found that there was another characteristic among Chinese leaders. That is, they tend to consider personal factors into the decision making process, which means the benevolent leadership in the following research. Taking Silin's findings into consideration, Redding suggested that leaders tend to exhibit varying degrees of authoritarianism and benevolence to different subordinates.

By reviewing the research conducted by Silin and other prior scholars, Farh and Cheng (2000) proposed a definition of paternalistic leadership including three dimensions: authoritarian leadership, benevolent leadership, and moral leadership. Accordingly, they defined Paternalistic leadership as a leadership style that combines strong authority and control toward subordinates with fatherly concern/caring and personal moral integrity together (Cheng, Chou, Wu, Huang, & Farh, 2004). Authoritarian leadership means that a leader shows strong control and authority

toward their subordinates. Benevolent leadership means that the leader's exhibiting of care and concern toward their subordinates' well-being and also their family's well-being. Moral leadership refers to a leader that behaves unselfishly and virtually for their organization (Cheng et al., 2004, p. 91). Although previous studies have various definitions of paternalistic leadership, there is a universal view that it combines two typical components in its body, which are authoritarianism and benevolence (for review, Pellegrini & Scandura, 2008). Following this logic, the current research also focuses on these two seemingly contradictory components—authoritarianism and benevolence and explores effects of the interplay between these two components.

### ***2.1.2 Influences of Paternalistic Leadership***

Most of the previous studies on Paternalistic leadership have explored the effects of its components separately. For example, Schaubroeck et al., (2017) investigated when and how authoritarian leadership has an influence on organizational outcomes. Chen et al., (2014) found that the three dimensions of Paternalistic leadership have different influence styles on employees' in-role performance and extra-role performance. To be specific, benevolent paternalistic and moral paternalistic are positively related to employees' in-role and extra-role performance, while authoritarian paternalistic is negatively related to employees' performance. Wang et al., (2017) proposed that authoritarian paternalistic is negatively associated with employees' creativity while benevolent paternalistic is positively related to employees' creativity. Zhang and Xie (2017) proposed that authoritarian leadership increases employees' role stress perception and thus decrease their organizational citizenship behaviors. There is also some research only focus on the benevolent

leadership. For example, Wang and Cheng (2010) found that benevolent leadership can boost employees' creativity when job autonomy and creative role identity are both in high level; Chan and Mak (2012) found that benevolent leadership is positively related to employees' performance and organizational citizenship behavior towards the organization and LMX plays mediating role in such relationship.

There is also some research intended to explore the joint effect of the two components of paternalistic leadership behaviors (i.e., authoritarian leadership and benevolent leadership behaviors). However, no consistent conclusion has been reached. Chan et al., (2013) suggested that authoritarian leadership has a negative influence on employees' performance outcomes, and that benevolent leadership can buffer its negative impact. They focus on authoritarian leadership in particular and intended to explore the moderating effect of benevolent leadership. Thus, they are still considering it as two separate variables. There were also some studies recognize the different components as a unit and explore the influence of such unit. Cheng et al., (2004) found that the effect of benevolent leadership on employees' response outcomes (e.g., identification, compliance, and gratitude) are stronger when authoritarian leadership is high. Tian and Sanchez (2017) suggested that the prototype of paternalistic leadership can be displayed only when benevolent leadership and authoritarian leadership are both at the high level. That means a combination of high benevolent and high authoritarian leadership can induce high affective trust of employees toward their supervisor. Wang et al., (2017) also suggested a positive relationship between paternalistic leadership and performance when these two components are high.

The above section reviews the research about paternalistic leadership. Most studies have explored the influence of Paternalistic leadership by regarding it as separate dimensions or independent variables. A few of studies have tried to explore it as a whole, which means the combination of authoritarianism and benevolence represents paternalistic leadership. For example, Chan et al., (2013) explored the interaction between authoritarianism and benevolence. However, the interaction method still can't help us to know the whole picture. Using the interaction approach, we can't see the concrete details from low—low to high—high point, which means the congruence line. From the technical perspective, it is possible that the congruence approach does not constrain the linear hypothesis compared to interactional approach. Moreover, this line is meaningful according to the concept of paternalistic leadership. Thus, this study intends to explore whether or not there is nonlinear relationship between the fit line of authoritarianism and benevolence and stress outcomes to identify more details of the interplays and extend the conceptual foundation of paternalistic leadership. It is important because different combinations represent different Paternalistic styles and will create different kinds of results. It will provide significant practical implications to investigate which kind of combination can be effective in the organization.

### ***2.1.3 Mechanisms in Paternalistic Leadership Research***

A lot of studies have reviewed the mechanism that paternalistic leadership influences organizational outcomes. Chen et al., (2014) found that paternalistic leadership is positively related to employees' affective trust to their leader, and thus influence subordinates' performance and organizational citizenship behaviors. They

argued that affective trust can represent the relationship bond between leader and certain subordinate. Thus, it plays a critical role to explain the effectiveness of leadership process based on the social exchange logic. Chan et al., (2013) investigated the influence of paternalistic leadership on employees' performance and organizational citizenship behaviors from the perspective of employees' self-evaluation. They proposed that employees interacting with authoritarian leaders will think their leader distrust their competence and thus undermine their own self-esteem. Zhang and Xie (2017) proposed that authoritarian leadership is positively related to employees' role stress, including role ambiguity, role conflict and role overload, and thus decrease their organizational citizenship behavior. They proposed that authoritarian leaders, as the role sender, have an impact on subordinates' role stress perception according to the role theory.

Although different perspectives, such as the relation-based perspective, subordinate-focused perspective, and role sender perspective, have been employed by these studies to explore the mechanism of the relationship between paternalistic leadership and organizational outcomes, almost all of these studies have regarded paternalistic leadership as a type of leadership style and failed to consider its unique characteristics. As proposed by Farh and Cheng, as a specific leadership style in eastern culture, paternalistic leadership has two-sided components including authoritarian paternalistic and benevolent paternalistic. However, none of these studies have tried to explore the mechanism by considering the characteristics of both two sides. They all proposed the hypotheses by considering the two components separately and suggested a positive influence of benevolent component and a negative influence of authoritarian leadership. Considering such limitations, this study calls for



some future steps to be done to investigate the paternalistic leadership as a combination two components (i.e., authoritarianism and benevolence), and try to explore the mechanism by considering their characteristics together.

Paternalistic leadership is a kind of leadership that has some unique features. It is different from other kinds of leadership style. Cheng et al., (2004) have proved that there is still the effect of paternalistic leadership on organizational outcomes after control for transformational leadership. That means paternalistic leadership is different from transformational leadership. Since it is proposed in east-culture, paternalistic combines two opposite dimensions, authoritarianism and benevolence. Unlike transformational leadership, charismatic leadership, empowering leadership and other leadership styles that emphasize inspirations and empowerment for employees, authoritarian leaders are characterized by centralizing decision making power to themselves and controlling their subordinates absolutely. Moreover, authoritarian leadership sets the high-performance standard for their subordinates and it emphasizes punishment on subordinates if they can't fulfill the requirement. Such strict requirement and absolute control for the subordinates create a threat to the employees' psychological safety. Such threat will induce the stress perception for employees. At the same time, authoritarian paternalistic is accompanied with benevolent paternalistic. The personalized consideration presented by benevolent paternalistic leadership and the strict control exhibited by authoritarian paternalistic will work together to influence the employees' appraisal of stress.

In sum, this study intends to regard authoritarian leadership and benevolent leadership as two equal elements of paternalistic leadership. We contribute to the existing paternalistic literature by considering the different interplays of these two

components, rather than just recognize both high levels of authoritarianism and benevolence as paternalistic leadership. We put these two components to be equal and try to create different forms of paternalistic leadership by using different levels of authoritarianism and benevolence. We propose that the different combinations will have different influences on employees' organizational outcomes, such as organizational commitment, job performance, and organizational citizenship behavior. We try to investigate the mechanism that may explain the potential effect of different authoritarianism—benevolence combinations. For instance, when authoritarian leadership and benevolent leadership is both high, subordinates tend to appraise the leader's behaviors as challenge stress; while when authoritarian leadership is high and benevolent leadership is low, subordinates tend to appraise the behaviors as hindrance stress in nature.

## **2.2 Challenge-hindrance Stress**

### ***2.2.1 Definition of Challenge and Hindrance Stress***

There are many typical theories have been developed in the stress area. The most popular one is transactional stress model. This model proposes that there are two stages of appraisal of stress process. The first stage is called the primary appraisal, which means people tend to appraise how threaten the certain potential stressor is. The second stage appraisal means that individual appraises the stressor as challenge or threaten according to their resources. If they believe their resource can help them to deal with the stressors, then strain will not arise. If they don't have enough ability to cope with the stressors, they will appraise them as threaten and thus strain will be induced.

Although there is a consensus that stress will induce negative job attitudes and performance, some studies failed to support the negative relationship between employees' self-reported stress and job satisfaction (Bogg, & Cooper, 1995; Leong, Fumham & Cooper, 1996;). In order to explain such findings of the modest or no relationship between stress and outcomes, Cavanaugh, Boswell, Roehling, and Boudreau (2000) propose that there are two kinds of stress—challenge stress and hindrance stress. Different stressors can cause different kinds of work stress. Challenge stressors refer to the job demands that are beneficial for individual's mastery, achievement, and fulfillment. They suggested that job demands such as job overload, time pressures, autonomy, and high levels of responsibility fit into this category (Lepine, Lepine, & Jackson, 2004). Hindrance stress is a kind of distress. It is defined as stress that constrains or hinders one's ability to achieve goals and hinder self-development and self-achievement (Cavanaugh et al., 2000). Previous studies find that role ambiguity, role conflict, organizational politics, red tape, and concerns about job security fit into this category (Lepine et al., 2004).

### ***2.2.2 Antecedents and Outcomes of Work Stress***

Since the challenge and hindrance stress framework was proposed by Cavanaugh et al., (2000), it has been developed by many scholars. Lepine et al., (2004) explored the mechanisms that challenge stress and hindrance stress exhibit effect on performance. They found that motivation and emotional exhaustion play as mediators in the relationship between challenge-hindrance stress and performance. Both challenge stress and hindrance stress have positive impacts on emotional exhaustion, and at the same time, they have opposite influence on motivation. A meta-analysis conducted by Lepine, Podsakoff, and Lepine (2005) also confirmed that challenge

stress has positive effect on performance, while hindrance stressor has negative impact on performance. They also explored that motivation and strain played as mediators in the relationship. Wallace, Edwards, Arnold, Frazier, and Finch (2009) also supported a positive relationship between challenge stressor and task/citizenship performance and a negative relationship between hindrance stressor and task/citizenship performance. Moreover, they found that organizational support plays as a moderator in the relationship between challenge stressors and performance, while no moderating effect was found of the hindrance stressors—performance relationship.

Rodell and Judge (2009) moved the research forward by exploring the challenge-hindrance stressors' influence on discretionary behaviors. They focused on the emotional explanation for such relationship. There are also a lot of studies focus on the challenge and hindrance stressors draw to the consistent conclusion that challenge stressors can lead to desirable outcomes while hindrance stressor has opposite consequences (Zhang, LePine, Buckman, & Wei, 2014; Mawritz, Folger, & Latham, 2014; Tadić, Bakker, & Oerlemans, 2015).

Although challenge and hindrance stress are induced by challenge and hindrance stressors, there are some differences between them. Compared to stressors, there are relatively fewer studies explored the challenge and hindrance stress perception. Challenge stress refers to the stress perception that are induced by the stressors that are beneficial for their mastery, development and career success, while hindrance stress is related to the hindrance stressors that can hinder their self-development and accomplishment (Cavanaugh et al., 2000). Lepine, Zhang, Crawford, and Rich (2016) suggested that challenge stressors are related to challenge appraisal and hindrance stressors are related to hindrance appraisal. Ozer, Chang, &

Schaubroeck (2014) found that OCBI was more related to challenge stress when task interdependence is high, and OCBO was more related to challenge stress when LMX is high. Decoster, Stouten, Camps, and Tripp (2014) found that employees' OCBI is negatively related to leader's self-serving behavior through the mediating role of hindrance stress perception of leader themselves.

## CHAPTER 3

### THEORY AND HYPOTHESES DEVELOPMENT

#### 3.1 Paternalistic Leadership, Stress, and Employee Outcomes

As suggested by Griffin, Bateman, Wayne, and Head (1987), immediate supervisor's behavior is an important factor to influence employees' job perception in the workplace. Leaders' behavior can be information clues that cause employees to perceive their job differently (Griffin, 1981). Many studies have proposed the idea that leadership pattern can have an impact on employees' perception of their job in certain ways. For example, according to the social information processing approach, supervisor's behavior can be learned as social information by subordinates, and such social information can help to shape and formulate employees' attitude and opinion (Salancik & Pfeffer, 1978). Bono and Judge (2003) have investigated leader's transformational behaviors can enhance employees' self-accomplishment goals and then improve their satisfaction and organizational commitment. In addition, Van Kleef, Homan, Beersma, Knippenberg, Knippenberg, and Damen (2009) have also adopted the emotion as social information to propose that leader's expression of anger or happiness can influence subordinates' affective response and inference on performance, and thus influence team performance.

Paternalistic leadership behavior, which is characterized by high power distance can be a very typical factor that can influence subordinates' stress perception. It is because presenting a task that must be performed or that will be evaluated can result in threat-related appraisals, which will present stress perception for employees (Tomaka, Blascovich, Kibler, & Ernst, 1997). The authoritarian paternalistic

component displays such characteristics more obviously. Thus, it is reasonable to consider the effect of authoritarian paternalistic on employees' stress perception and subsequent outcomes although there is no previous studies have considered that. The transactional model of stress posits the cognitive process that individuals undergo when they interpret organizational stressors or demands (Lazarus & Folkman, 1984; Mackey & Perrewe, 2014).

According to the transactional stress theory, there are two stages of appraisal when an individual encountering a situation. The first stage is the appraisal of the situation. This can also be called as primary appraisal (Lazarus, 1991). The second stage is called the secondary appraisal, which is used to appraisal their own resources to deal with the threat (Lazarus & Folkman, 1984). In this stage, individuals appraise stressors as challenge or hindrance in nature. If their resources are enough for dealing with the threat, then stressors will be appraised as challenge, or they will be appraised as hindrance if one has not enough resources. In this paper, I try to use transactional stress model and challenge-hindrance stress framework to explain the effect of paternalistic leadership on distal outcomes.

Stress appraisals can be different in the challenge and hindrance nature according to the challenge and hindrance stress framework (Cavanaugh et al., 2000). We can know from the prior literature review on challenge and hindrance stress that challenge stress is beneficial for self-development and accomplishment, while hindrance stress is the stress perception that hinders the employees' goal accomplishment. In paternalistic leadership literature, benevolence and authoritarianism are two components existing together (Pellegrini & Scandura, 2008). In line with their characteristics, benevolence is suggested to be positively related to

employees' trust in leaders (X.P. Chen et al., 2014), identification and gratitude (Cheng et al., 2004), and organizational based self-esteem (Chan et al., 2013). Authoritarianism has a positive effect on employees' compliance and gratitude (Cheng et al., 2004) and a negative effect on trust (Wu et al., 2012) and organizational based self-esteem (Chan et al., 2013). Thus, paternalistic leadership is distinct from other kinds of leadership that it has two faces which lead to encouraging and impeding outcomes separately at the same time.

As for the stress influence, authoritarian leadership is positively related to subordinates' stress perception. The accompany of benevolent leadership can influence the nature of stress because it can provide employees with resources and influence the personal appraisal. That is, the different combinations of authoritarianism and benevolence can create different stress appraisal for employees.

Published studies suggest that job stress has significant influence on employees' attitudes and performance-related outcomes, specifically turnover intention (Cavanaugh et al., 2000), job performance (Lepine et al., 2004; Lepine et al., 2016), and organizational citizenship behaviors (Eatough, Chang, Miloslavic, & Johnson, 2011). This paper assumes that paternalistic leadership behaviors are associated with employees' stress perception as it has a direct effect on employees' decision latitude (Cheng et al., 2000), which is a main cause of stress (Karasek, 1979). I predict job stress perception plays as a process to explain the relationship between paternalistic leadership and outcomes according to the transactional stress model. Thus, I assume that as a type of leadership, paternalistic leaders' behaviors will influence employees' challenge and hindrance stress perception in the workplace.



In the leader-subordinate dyad relationship, leaders can be considered as role senders and employees are the receptors. As Biddle (1979; 1986) stated, the behaviors of role sender affect role receptor's perceptions and expectations. Thus, leader's behavior has an important influence on employees' perception in the workplace. Paternalistic leadership is an approach to managing or leading individuals that combines benevolence and control of decision-making (Martinez, 2005). Previous research has agreed that paternalistic leadership is a combination of authoritarianism and benevolence (Chan et al., 2013). I argue, below, that the two components of paternalistic leadership and also the combinations of these two components have an influence on employees' perception, in particular, the challenge and hindrance stress.

### **3.2 Paternalistic Leadership and Challenge Stress**

An authoritarian leader requires their employees to obey his/her commands strictly. The leader makes every decision and tries to plan every step for the employees (Zhang & Xie, 2017). Even the leader will punish followers if they go against their leader's willingness. Thus, employees would feel lack of autonomy as their authoritarian leader monitor them closely, and also they perceive high demands as their leader set high standards for their job. The subordinates of authoritarian leaders have to do job tasks follow the instructions and the performance will be evaluated by their leaders. Such compulsory cause threat to employees. Karasek's (1979) job demand-control (JD-C) model also suggested that lack of job autonomy is detrimental to employees' attitudes and performance outcomes in the workplace. According to the JD-C model, employees with high demands and low control experience the highest level of strain. Challenge-hindrance stress model is proposed

by Cavanaugh et al., (2000). In order to explain the modest or no significant effect of the link between self-reported stress and negative work outcomes found in private sector executives, Cavanaugh et al., (2000) proposed that challenge stress is a kind of eustress, which is expected to produce positive feelings, and it is beneficial for individual's mastery, achievement, and fulfillment. They found that stress induced by challenge stressors can be beneficial for employees' self-development.

I predict that leader's authoritarianism is negatively related to employees' challenge stress because the absolute control of employees can limit their self-accomplishment. Employees with authoritarian leaders can only follow their leader's instructions strictly. Such instruction-following work style will limit them to exert their own capabilities, which will negatively related to their self-accomplishment in their work. Moreover, authoritarian leadership behaviors can be stressors that are detrimental to employees' responsibility and autonomy. It is because that authoritarian leadership gives out very little freedom and decision attitude to employees, which is detrimental to employees' feeling of control. The employees have to follow their leader's command and suggestions (Cheng et al., 2004). Employees with such leader have little opportunity to resolve problems in the workplace by themselves, which limit their work autonomy. Further, authoritarian leaders set specific standards and punish their subordinates if they don't follow their instructions. These beforehand restriction decreases employees' responsibility toward certain job tasks they are in charging of. Thus, employees with authoritarian leaders are less likely to develop the ability and achieve fulfillment in their own job responsibility. More evidence can be found that authoritarian leadership makes

employees feel that their leader doesn't believe in their ability in doing the job. Such distrust will make employees perceive no potential for development and advance.

Indirect empirical evidence can also support a negative linkage between authoritarian leadership and challenge stress. Previous studies demonstrate that authoritarian leadership is negatively related to subordinates' trust in leader (Wu et al., 2012) and organizational based-self-esteem (Chan et al., 2013). Trust has been found to be beneficial for employees' self-development (Gardner, Avolio, Luthans, May, & Walumbwa, 2005). Pyc, Meltzer, and Liu (2017) propose that authoritarian leadership as a type of ineffective leadership style induces negative outcomes such as poor job performance, exhaustion, physical symptoms and so on via the mediating effect of anxiety and depression. Taking these findings together, I predict a negative relationship between authoritarian leadership and challenge stress.

*Hypothesis 1: Authoritarian leadership is negatively related to challenge stress.*

Benevolent leadership refers to leader's engaging in individualized concern for subordinates' and their families' well-being and showing concerns and certain support for employees in work (Cheng et al., 2004; Chan et al., 2013), which will help them to enhance their ability and self-development. It is different from the individualized consideration of Transformational leadership in that benevolent leadership includes both work-related and non-work related consideration and that benevolence still implies a high power distance between leader and subordinates. Employees with such leaders will perceive more autonomy and feedback in their jobs (Piccoloo, 2006). In addition, leader's concern and guidance for employees transfer a

signal to employees that the leader has good relationship with them. These employees may believe that their leader thinks highly of them, and encourages their efficacy and positive perception about their job (Schyns, 2004).

Benevolent leaders provide helping and guidance for employees regarding their own special need, which gives the employees with much autonomy in the work. Thus, they will feel more motivated with the leading of such leaders. Moreover, benevolent leaders have the patience to guide employees and provide training for employees. Thus, the subordinates will trust their leader's capability. Previous studies also found that leader's benevolence can foster employees' trust in their leader (Burke, Sims, Lazzara, & Salas, 2007). Such trust or belief will provide the subordinates with confidence and positive attitude toward their organization (Yang & Mossholder, 2010; Braun, Peus, Weisweiler, & Frey, 2013). The mutual trust and respect is beneficial for employees' job responsibility and their self-enhancement in the organization. Thus, I predict leader's benevolence is positively related to employees' challenge stress.

*Hypothesis 2: Benevolent leadership is positively related to challenge stress.*

### **3.3. Congruence and Incongruence effects on Challenge Stress**

Further, I intend to explore the congruence and incongruence between authoritarianism and benevolence to reflect the influence pattern of different combinations of authoritarian leadership and benevolent leadership. First, I will try to propose the congruence effect of authoritarian leadership and benevolent leadership.

Paternalistic leadership exhibiting a high level of authoritarianism and benevolence together represents a state of paradox. Smith and Lewis (2011) propose that "even the two poles that of a paradox seem negatively related to each other, the

optimal result requires the two poles' harmonization and integration". This logic is consistent with the yin-yang philosophy which is taken root in traditional Chinese culture. The Ying-Yang philosophy means that even two sides seem negatively related to each other or competitive in nature, they can actually be interdependent and complement each other (Fang, 2012; M. J. Chen, 2002; X. P. Chen, Xie, & Chang, 2011). I argue that although the combination of authoritarianism and benevolence may seem like an irreconcilable paradox in reality, as shown by Ou, Tsui, Kinicki, Waldman, Xiao, and Song (2014), the different traits can present simultaneously. Farh and Cheng (2000) found that such a particular type of leadership style does exist in Chinese culture, and they demonstrate that paternalistic leadership combines authoritarianism and benevolence together. These two types of leadership occur simultaneously as prior studies shown (Chan et al., 2013; X. P. Chen et al., 2014).

I suggest that it is possible for authoritarianism and benevolence to work together harmoniously to induce challenge stress. On the one hand, authoritarian leadership expresses clear hierarchical differences between leader and subordinates, and also authoritarian leader requires their subordinates to follow their steps and directions. On the other hand, the benevolent leader shows specialized guidance and personal consideration for employees. I expect that the higher congruence between authoritarian leadership and benevolent leadership, the employees will perceive their leader are using tactics to manage and develop subordinates. Compared with the congruence between authoritarianism and benevolence, one salient component of AL or BL can represent a random type of leadership, which depends on the feature of certain leader. However, the combination of two approach will be perceived as tactics or management strategies of leadership by subordinates. The more congruence

between the two components, the more can be perceived by the employees as the management or political skills. Such perception reflects in the high standard in work doing and concern about their daily life and their family. I predict such perception can facilitate the challenge stress of employees.

As mentioned before, challenge stress refers to the stress that can promote individual accomplishment and individual growth. While authoritarian leadership means leaders being strict with employees and set very high standards for them, benevolent leadership shows personal concerns to employees. When these two types of leadership are in congruence, employees will perceive that their leaders are balance in management skills. They perceive not only the high expectations in work from the supervisor, but also the concerns from their supervisor. Compared with incongruence combinations (i.e., high authoritarian leadership & low benevolent leadership, low authoritarian leadership & high benevolent leadership), providing balanced kindness and severity will make employees perceive more challenge stress. Such lens is consistent with the paradox theory proposed by Smith and Lewis (2011). Moreover, Wang et al., (2016) find the fit between authoritarian leadership and benevolent leadership sharply increases employees' performance after a tipping point. Thus, I propose:

*Hypothesis 3: The more agreement (that is, the higher the congruence) between authoritarian leadership and benevolent leadership, the higher the subordinates perceive challenge stress.*

Second, I will try to explain the effect along the fit line, which means the congruence between authoritarian leadership and benevolent leadership from low to

high levels. When authoritarianism and benevolence is congruence at a high level, the combination will be understood by subordinates as that their leader is conscientious to plan for their future career development, which increases their challenge stress perception. It is because that the leader is strict for their work on the one hand and provide them with certain guidance on the other hand. The employees with such leader will be receptive to leaders' authority. Thus, I propose that the mutual high combination of authoritarianism and benevolence will induce increases in challenge stress, such that the higher the level of congruence, the higher challenge stress. In the mutual low situation, there are no stimuli for employees to gain achievement and development in their workplace. Low levels of authoritarianism and benevolence can neither provide the premise for employees to perceive challenge stress. Thus, I propose the following hypothesis.

*Hypothesis 4: paternalistic leadership has a significant positive effect on challenge stress along the fit-line, such that subordinates' challenge stress is higher when a leader's authoritarianism is in congruence with benevolence at a high level than it is when a leader's authoritarianism is in congruence with benevolence at a low level.*

As for the incongruence conditions, I expect that employees with a leader of high authoritarianism and low benevolence will exhibit a low level of challenge stress. Because leader authoritarianism requires employees to obey leaders' command, which limits employees' job autonomy, while benevolence provides direction and help for individual's career development. If these two components are not at the similar level, there must be some differences in the influence pattern. As a result, I posit that low challenge stress will be induced under the condition of the mutual high level of

benevolence and authoritarianism (which has been theorized in previous paragraph), and the condition of high benevolence and low authoritarianism. In the condition of high authoritarianism-low benevolence, the leader's characteristic of requiring compliance plays the leading role. The subordinates have to follow their leader's command with no question (Chan et al., 2013). Under such situation, employees are likely to consider their leader as a person who only focus on their own interest and serve to their own goal achievement. Thus, such employees will perceive low challenge stress.

In contrast, the combination of low authoritarianism—high benevolence will exhibit a high level of challenge stress. Under such condition, leader's benevolence plays the leading role compared with the leader's authoritarianism. Benevolent leadership refers to those behaviors that are exhibited by leaders that showing their concern and care for the subordinates' personal well-being and also their family's well-being. For example, the leaders provide mentoring and coaching for their subordinates, avoid public embarrassment of their subordinates and allow their subordinates to make mistakes in the work (Chan et al., 2013). Benevolent leadership induces employees to feel obligated to their leader and decreases the negative influence of authoritarian leadership. Previous studies have also demonstrated that authoritarian leadership impairs employees' job performance while benevolent leadership is expected to enhance performance (Farh & Cheng, 2000; X. P. Chen et al., 2014). Thus, I propose that employees' challenge stress perception will be higher when a leader's benevolence is higher than authoritarianism. In short, I propose:



*Hypothesis 5: Subordinates' challenge stress is lower when a leader's authoritarianism is higher than benevolence than it is when a leader's benevolence is higher than authoritarianism.*

### **3.4 Paternalistic Leadership and Hindrance Stress**

I posit that authoritarian leadership is positively related to hindrance stress. Hindrance stress is a kind of distress. It is defined as stress that constrains employees' self-accomplishment or hinder one's ability to achieve goals (Cavanaugh et al., 2000). Previous studies find that concerns about job security, role stressors and organizational politics can be the factors in the organization that induce hindrance stress (Lepine et al., 2004). Authoritarian leaders centralize rights to themselves, make decisions by themselves, and don't listen to others' suggestions (X.P. Chen et al., 2014). These leadership behaviors hinder employees' ability development and self-goal achievement because the employees have no opportunity to solve problems by themselves. Firstly, no authorization from the leader makes employees consider that their leaders don't believe their ability in doing jobs, and such belief can be detrimental to their self-development. Employees with such leader will perceive that they have no chance to get promotion in the organization. Moreover, the authoritarian leader will punish their subordinates if they go against their requirements, which increases employees' concerns about their job security.

In addition, the effect of authoritarian leadership on hindrance stress can be explained by self-determination theory (SDT). Following the self-determination theory, employees have the autonomy and have their own decision latitude toward their job will have more intrinsic motivation in doing the job. Authoritarian leaders

require employees follow their commands absolutely, which makes employees have very little autonomy or decision latitude. Zhang and Xie (2017) suggest that authoritarian leadership is expected to induce employees' role ambiguity and role conflict, which are important components of hindrance stress because the leader centralizes rights in himself and share very little information with the employees. Authoritarian leaders concentrate power to themselves and control resources and rules strictly, but set very high standard for their performance. As a result, employees have to reach a high goal with little resources. They will perceive hindrance stress that hinders their self-development such as role conflict and role ambiguity.

*Hypothesis 6: Authoritarian leadership is positively related to hindrance stress.*

Benevolence leadership is negatively related to hindrance stress as concern and guidance from leaders will not hinder but enhance their ability and self-achievement. Such guidance and personal concern carry signals that leader concerns about the employees' career development, which is negatively related to their hindrance stress. At the same time, I argue that benevolent leadership is negatively related to different perspectives of hindrance stress. Firstly, benevolent leaders show concern to their followers, such characteristic shows that benevolent leaders can follow the person-centered principle in making decisions and daily job assignment. Focusing on the focal individual is an effective schema in the organization to avoid red tapes and organizational politics from prevalent (Chang, Rosen, Siemieniec, & Johnson, 2012). Thus, benevolent leadership decreases employees' perception of organization politics.

Moreover, benevolent leader provides coaching and mentoring for employees. They express concern about employees' work condition and state. These are effective solutions for detecting role ambiguity and role conflict (Schminke, Ambrose, & Neubaum, 2005). Further, the benevolent leader is possible to help employees deal with their job insecurity perception by coaching employees with new skills and difficult situations. The benevolent leader provides employees with the opportunities to correct errors in the working process. Such actions decrease employees' job security concern and provide them opportunities to learn from work, which is helpful for their career development.

*Hypothesis 7: Benevolent leadership is negatively related to hindrance stress.*

### **3.5 Congruence and Incongruence Effects on Hindrance Stress**

Similar to the argument for challenge stress, I propose that the co-existing of authoritarian leadership and benevolence leadership can form a harmonious status following the logic of the paradox theory. That is, I predict that the congruence between benevolent leadership and authoritarian leadership can create a harmonious status for management effectiveness, which means the hindrance stress perception will be lower in the congruence situation. Authoritarian leadership sets clear hierarchy identity for employees (Rast, Hogg, & Giessner, 2013). The leader provides very clear regulations for employees and sets extreme strict to subordinates (C. C. Chen & Farh, 2010). Authoritarian leadership can be recognized to increase hindrance stress because the employees have very little control toward their work.

However, when authoritarianism is companied with a similar level of benevolence, the subordinates tend to regard their authoritarian leader's strict control

and hierarchy identity clarification as for their concern about their career development because leader's benevolence provides enough support and solutions to deal with the strict requirements. Scandura and Schriesheim (1994) suggest that the leader's mentoring in the hierarchical dyad contributes to the career success of the lower-level person in the dyad. Thus, I propose the following hypothesis.

*Hypothesis 8: The more agreement (that is, the higher the congruence) between authoritarian leadership and benevolent leadership, the lower the subordinates perceive hindrance stress.*

Furthermore, I propose that the mutual high combination of authoritarianism and benevolence will induce more decrease in challenge stress compared with the low-level mutual combination. In the mutual low situation, there is not enough stimuli for employees to perceive the encouraging function of their leader's behavior. As the stimuli increases, employees will be more likely to perceive the promoting influence of the congruence between authoritarianism and benevolence, and less hindrance stress will be perceived. Thus, I predict a high level of authoritarianism and benevolence induce a lower level of hindrance stress than the low level of authoritarianism and benevolence congruence.

*Hypothesis 9: paternalistic leadership has a significant negative effect on hindrance stress along the fit-line, such that subordinates' hindrance stress is lower when a leader's authoritarianism is in congruence with benevolence at a high level than it is when a leader's authoritarianism is in congruence with benevolence at a low level.*

As for the incongruence conditions, I posit that employees with the leader of low benevolence and high authoritarianism will exhibit the highest hindrance stress,

while employees with the leader of high benevolence and low authoritarianism will exhibit the lowest level of hindrance stress. With a low level of benevolence, leader's authoritarianism plays the leading role in the interaction process of the leader-subordinate dyad. Authoritarian leadership displays strict control over their subordinates, which contributes to their hindrance stress perception. In construct, the combination of low authoritarianism—high benevolence bring a relatively low level of hindrance stress. That is because benevolent leadership plays the leading function of the combination. The treatment from such leader mainly involves individualized concern and mentoring. This positive treatment from their leader decreases employees' perception of hindrance stress in their daily job. Thus, I propose that employees' hindrance stress perception will be lower when a leader's benevolence is higher than authoritarianism. In short, I propose:

*Hypothesis 10: Subordinates' hindrance stress is higher when a leader's authoritarianism is higher than benevolence than it is when a leader's benevolence is higher than authoritarianism.*

### **3.6 Challenge-Hindrance Stress and Employee Outcomes**

Since challenge-hindrance stress framework was proposed, scholars have explored their influence on work attitudes and performance outcomes. Here I focus on turnover intention as the attitude outcome and job performance as the performance outcome in my study. Turnover intention refers to the willingness of employees to leave their current organization (Tett & Meyer, 1993). Challenge stress means the stress perception that is beneficial for their self-accomplishment. It is caused by challenge stressors, which is under the controllability of individuals and will be beneficial for motivation and self-development once they are overcome. Thus, I

propose that challenge stress is more likely to decrease turnover intention because employees have promising futures in the organization.

Hindrance stress is the stress perception that is detrimental to individual accomplishment and self-development. It is induced by hindrance stressors, which are out of the control of individuals. Thus, hindrance stress is out of individual's control and cannot be solved efficiently. The present study proposes that hindrance stress is likely to be positively related to employees' turnover intention. In sum, I propose challenge stress is negatively while hindrance stress is positively related to turnover intention.

Challenge and hindrance stress have been demonstrated to be correlated with performance in the previous studies (Zhang et al., 2014; Liu, Liu, Mills, & Fan, 2013). To be specific, a lot of studies suggested that challenge stress is beneficial for employees' performance, while hindrance stress is detrimental to employees' performance (Lepine et al., 2005). That is because challenge stress can provide employees with intrinsic motivation, which is beneficial for subordinates' job performance (Lepine et al., 2004). As challenge stress is beneficial for employees' development, they will have higher motivation to do good things for their organization. Hindrance stress consumes a lot of energy and resources of employees and employees withdraw their engagement in work doing in order to conserve their resources.

According to the transactional stress model, the stress appraisal of individuals will determine their attitude or behavior responses. For instance, if individuals appraise certain stressors as beneficial for their self-development, they will evoke

positive emotion, attitude (e.g., job satisfaction, organizational commitment) and performance (e.g., performance, organizational citizenship behavior). However, if individuals perceive that stressors as threatening to their self-development, they will evoke negative emotions, attitudes and behaviors. Considering our research, challenge stress is beneficial for employees' career development and personal growth, thus it is positively related employees' performance. Moreover, employees perceive challenge stress will be willing to stay in the organization. Thus, challenge stress is negatively related to employees' turnover intention. In contrast, hindrance stress hinders employees' career development because it is out of employees' control. It will decrease employees' intrinsic motivation and thus decrease their performance. With such undesirable circumstances in their organization, employees tend to leave the organization and search for a new job. All in all, I propose the following hypotheses:

*Hypothesis 11: Challenge stress has a negative relationship with turnover intention (H11a), and a positive relationship with performance (H11b);*

*Hypothesis 12: Hindrance stress has a positive relationship with turnover intention (H12a), and a negative relationship with performance (H12b).*

### **3.7 Mediating Effect of Challenge Stress and Hindrance Stress**

According to the transactional stress model, people will encode the certain situation with cognitive and affective processing, and in turn, people act behaviors as a response. The primary step should be the interpretation about the objective stressors rather than simply relating stressor to strain (Perrewe & Zellars, 1999; Lazarus and Folkman, 1984). People interpret stressors as challenge or hindrance stress according to their appraisal in the first step. The second step should be the coping process of stress. Individuals behave in different ways to cope with their stress perception.

In this study, the interplays between authoritarian leadership and benevolent leadership can be regarded as stressors. Employees primarily appraise their leaders' behavior as challenge or hindrance stress in the first stage, and the effects of their interplay on challenge and hindrance stress reflect the first stage of the transactional stress model. At the second stage, they will cope with their stress by engaging or withdrawing their task performance organizational citizenship behaviors, and their turnover intention will also take effect as the coping strategy in the second stage of transactional stress model.

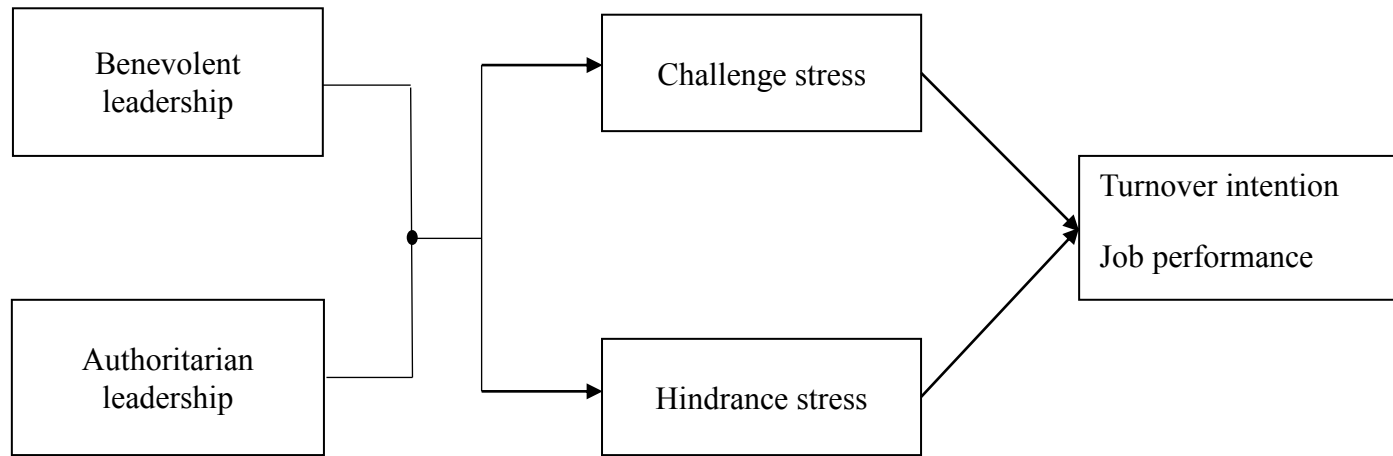
In sum, given that I have hypothesized effects for congruence and incongruence between authoritarian leadership and benevolent leadership, and also I hypothesized the relationship between challenge stress/hindrance stress between employee outcomes (i.e., turnover intention and job performance), I expect that challenge stress and hindrance stress will transmit the interplay effects to employee outcomes. Such process is reflected in the two-stages of the transactional stress model. Thus, I predict the mediating effect of challenge stress and hindrance stress on the relationship between paternalistic leadership and outcomes.

*Hypothesis 13: the relationship between the interplay of authoritarianism and benevolence and turnover intention(H13a) is mediated by the challenge stress; the relationship between the interplay of authoritarianism and benevolence and performance(H13b) is mediated by the challenge stress;*

*Hypothesis 14: the relationship between the interplay of authoritarianism and benevolence and turnover intention(H14a) is mediated by the hindrance stress; the relationship between the interplay of authoritarianism and benevolence and performance(H14b) is mediated by the hindrance stress.*



All in all, this study intends to investigate the effect of interplays of paternalistic leadership components on distal employee outcomes (i.e., turnover intention and performance). To be specific, I theorized the effect of authoritarian leadership, benevolent leadership and the congruence/incongruence combinations of these two components on challenge/hindrance stress. Then, I propose the influence of challenge and hindrance stress on dependent variables. Finally, I propose the mediating effect of challenge/hindrance stress between paternalistic leadership and employee outcomes relationship. The research model is described in Figure 3.1.



**Figure 3.1 Research Model**

## CHAPTER 4

### METHOD

#### 4.1 Sample and Procedure

This dissertation adopted field survey method to collect data. Data were collected from two big state-owned manufacturing companies in Mainland China. One company is in the aerospace industry. They are traditional companies in China with clear hierarchy system. The leaders in such companies are likely to adopt paternalistic leadership style as the regulations and rules in such companies are conventional. The other company is in the manufacturing industry.

Before the survey implication, I went to the companies to understand the culture of these two companies. Doing so can ensure that the survey can fit the unique characteristics or culture of the certain company. I got a name list of employees and supervisor from different work groups of these two companies from their human resource department. Then I coded all employees with certain numbers and distribute questionnaires to employees with their corresponding coding number. All respondents are ensured with the confidentiality and anonymity of our survey, and thus the subordinates do not need to worry that their answer can be known by their supervisor.

I distributed questionnaires to 300 employees and 50 supervisors. Questionnaires were distributed and collected face-to-face, and Participants were rewarded after they complete the survey. Among them, I got 252 (response rate: 83.67%) valid samples from employees and 36 (response rate: 69.23%) valid samples from supervisors. Among the employees, 156 (62%) were male and 96 (38%) were female, and their mean age was 23.38 years old (sd = 3.391). Their average tenure was 1.265 years (sd = 1.83; Minimum = 1 month, Maximum = 10 years). Among the

leaders, 27 were male and 9 were female. Their mean age was 26 year old (sd = 4.210). The average number of employees in one team was 7.4 (sd = 2.73; Minimum = 2, Maximum = 13).

In order to avoid common method bias, I used the multi-source method to collect data. That is, employee and supervisor got different questionnaires. As for employees, they received a questionnaire to evaluate their supervisor's behavior, their own stress perception, and their turnover intention. The supervisor needs to rate their subordinates' performance. One supervisor needs to rate 5-8 subordinates in general (depends on the size of work team).

## **4.2 Measurement**

The questionnaires were presented in Chinese. I find measurement scales of paternalistic leadership style (including authoritarian leadership and benevolent leadership), challenge-hindrance stress, performance and turnover intention from publications from top journals. The back-translation procedure of Brislin's (1980) was adopted to help us to translate English questionnaires into Chinese. After the translation, I invited four employees from the two companies to check whether there is any unclear or inaccurate expression. I reworded some questions to ensure accuracy based on their feedback. Likert scaling is the most common style in the organizational research area (Cook et al., 1981; Hinkin, 1998), and it is also the most useful style (Kerlinger, 1986). I adopted the five-point Likert style because it was proved that the coefficient alpha reliability increase up to five points and it levels off for more than five points (Lissitz & Green, 1975). Unless otherwise indicated, response scales were ranged from 1 (strongly disagree) to 5 (strongly agree).

### ***4.2.1 Paternalistic Leadership***

Paternalistic leadership was measured using the scale developed by Cheng, Chou, Huang, Farh, and Peng (2003), including authoritarian leadership and benevolent leadership. Employees were asked to assess the paternalistic leadership scale based on their interaction with their direct leader. There were five items used to measure authoritarian leadership, and an example item was “My leader appears to be intimidating in front of his/her subordinates”. Benevolent leadership was measured with five items. A sample item was “My leader understands my preference enough to accommodate my personal requests”.

#### ***4.2.2 Challenge-Hindrane Stress***

Challenge stress and hindrance stress were measured based on the 11 items scale developed by Cavanaugh et al., (2000). I used an adaptation of the response scale suggested by Webster et al. (2010), which was done to make clearer that the items refer to work experiences that reflect the inherent promotive or prohibitive characteristic of challenge and hindrance stress. I changed the response format used by Cavanaugh et al.’s (2000) which ranges from 1 “produces no stress” to 5 “produces a great deal of stress” to Webster’s (2010) which ranges from 1 “strongly disagree” to 5 “strongly agree”. I asked participants to answer to what extent they feel stressed in regard to the certain situation. Six items were used to measure challenge stress. Sample items included “The time pressures that (the employee) experiences when completing his or her work”. I used five items to measure hindrance stress according to Cavanaugh et al., (2000). A sample item for hindrance stress was “The amount of hassles that (the employee) needs to go through to get projects/assignments done”.

#### ***4.2.3 Turnover Intention***

Turnover intention was rated using the 3 items scale developed by Konovsky and Cropanzano (1991). One sample item was “How likely is it that you will look for a job outside of this organization during the next year?”. These items were rated with five-point scales 1 “very unlikely” to 5 “very likely”.

#### ***4.2.4 Job Performance***

Job performance was rated by employees’ supervisor using the three-items scale developed by Farh, Dobbins and Cheng (1991). One sample item was “what do you think of his/her quality of work? In other words, are his/her work outcomes perfect, free of error, and of high accuracy?”. The leader needs to rate the question using number from 1 = very low quality to 5 = excellent quality. This scale has been used and proved the suitability in China context.

#### ***4.2.5 Control Variables***

This study selected employees’ demographical information as the control variables. Specifically, I controlled employees’ gender, age and tenure in the organization. Gender was rated as dummy variable (“0” represent male and “1” represents female). Employees were asked to fill in their age (in years) and also the length they work in the current organization (in years) at the end of the survey questionnaire.

### **4.3 Analysis Strategy**

The present study used confirmatory factor analysis to demonstrate the discriminant validity by using Mplus. Then, hierarchical regression analyses and bootstrapping were performed to test the hypothesized research model by using SPSS. In order to test the effects of congruence between authoritarianism and benevolence and the effects of incongruence between them, this study adopted the method of

polynomial regression method and the response surface analysis (Edwards, 2002). To be specific, I regard challenge stress and hindrance stress as the dependent variable, and regressed dependent variable on five polynomial terms— $b_1$  authoritarian leadership,  $b_2$  benevolent leadership,  $b_3$  authoritarian leadership<sup>2</sup>,  $b_4$  authoritarian leadership \* benevolent leadership,  $b_5$  benevolent<sup>2</sup>. To simplify, I estimated the following equation:

$$Y = b_0 + b_1AL + b_2 BL + b_3 AL^2 + b_4 AL*BL + b_5 BL^2 + e$$

In the equation, Y represents challenge stress or hindrance stress, AL represents authoritarian leadership, and BL represents benevolent leadership. To avoid the multi-collinearity, I mean-centered authoritarian leadership (AL) and benevolent leadership (BL) and use them to create three second-order polynomial terms (Aiken & West, 1991).

Edwards and Parry (1993) have recommended to use polynomial regression method to create three-dimensional response surface to examine the congruence and incongruence effects between authoritarian leadership and benevolent leadership on dependent variables. After polynomial regression was conducted, I used the regression coefficients of the five polynomial terms to examine the slopes and curvatures along the congruence line ( $AL = BL$ ) and incongruence line ( $AL = -BL$ ) following the syntax provided by Edwards (2002). As suggested by Edwards and Cable (2009), there are mainly three features to describe the congruence and incongruence effects in the response surface.

Firstly, the congruence effect is reflected by the curvature along the incongruence line ( $AL = -BL$ , the curvature is calculated as  $b_3 - b_4 + b_5$ ). If the congruence effect between AL and BL on challenge stress is true, then the curvature

along their incongruence line ( $AL = -BL$ ) must be negative and significant, which means the challenge stress is higher when AL and BL are more similar in value. Similarly, if the congruence effect on hindrance stress is true, then the curvature along incongruence line ( $AL = -BL$ ) must be positive and significant, which means that hindrance stress is lower when AL and BL are more similar in value.

The second feature is the slope along the line where  $AL = BL$ , which means the slope along the AL-BL congruence line (the slope is calculated as  $[b_1 + b_2]$ ). It refers that the value of dependent variable is higher when the level of congruence between independent variables is high than it is when the congruence level is low. When the slope along the congruence line to predict challenge stress is positive and significant, we can conclude that challenge stress is higher when AL and BL are congruent at high level than challenge stress is when AL and BL are congruent at low level.

The third feature is used to test the asymmetry of the incongruence effect (i.e., hindrance stress is higher when AL is higher than BL than it is when BL is higher than AL). The incongruence effect can be concluded by testing the slope of the incongruence line. If the slope along the AL-BL incongruence line is negative, it means the dependent variable (challenge stress) decreases as it moves along the incongruence line from low AL and high BL to low BL and high AL. The slope along  $AL = -BL$  (incongruence line) is calculated as  $b_1 - b_2$ . When the slope along the incongruence line to predict challenge stress is negative and significant, we can conclude that challenge stress is higher when BL is higher than AL than it is when AL is higher than BL. The asymmetrical incongruence effect of AL and BL with dependent variable can also be tested using the lateral shift quantity, which is calculated as  $(b_2 - b_1) / (2 * [b_3 - b_4 + b_5])$ . It refers to the magnitude and direction of the



response surface along the incongruence line (Cole, Carter, & Zhang, 2013). If the value of lateral shift quantity is negative, we can conclude that dependent variable is higher when BL is higher than AL than it is when AL is higher than BL.

In order to test the mediating effect of challenge stress and hindrance stress in the research model, I adopted the hierarchical regression method and the block variable approach following the steps provided by Edwards and Cable (2009) to test the mediating effect. Firstly, I multiplied the coefficients of five polynomial terms (AL, BL,  $AL^2$ ,  $AL*BL$ ,  $BL^2$ ) and raw data to create a block variable. Then, I regressed the mediating variable (challenge stress or hindrance stress) on the block variable to obtain the “a” path in the mediating model, and I regressed the dependent variable on mediator to get the “b” path in the mediating model. Finally, I estimated CIs of the indirect effects ( $a*b$ ) by using Mplus.

## CHAPTER 5

### RESULTS

#### 5.1 Confirmatory Factor Analysis Results

I conducted the confirmatory factor analysis to examine the validity of our research model, and I also used  $\chi^2$  difference test to compare the hypothesized measurement model with several alternative models (see Table 1). The research model includes authoritarian leadership, benevolent leadership, challenge stress, hindrance stress, turnover intention and performance. Based on the modification indices, I allowed the error covariance between two challenge stress items (i.e., “scope of responsibility” and “amount of responsibility”) as these two item stems are very similar (Boswell, Olson-Buchanan, & LePine, 2004). I also allowed the error covariance in two items of hindrance stress and two items among benevolent leadership according to the modification indices. At last, the confirmatory factor analysis results demonstrated that this four-factor model showed an acceptable fit to the data:  $\chi^2 = 649.692$  ( $p < .001$ ),  $df = 306$ , CFI = .879, TFI = .861, RMSEA = .067, SRMR = .067. All of the indicators had significant loadings on their factors (all  $p < .001$ ).

To ensure my research model fits best to the data, I compared the six-factor model with other alternative models. As shown in Table 5.1, the six-factor model including all the variables in the research model fits the data better than alternative models. For example, I tested a five factor model which combining authoritarianism and benevolence into one factor. The fitness results of this model is:  $\chi^2 = 791.031$ ,  $df = 311$ , CFI = .831, RMSEA = 0.078, SRMR = .091 (See Model 2 in Table 1).  $\chi^2$  difference test shows that fitness of the six-factor model is better than this five-factor

model ( $\Delta\chi^2 = 141.339$ ,  $df = 5$ ,  $p < .001$ ). Also, the fitness of six factor model is significantly better than a five-factor model (See Model 3 in Table 1) that combining challenge stress and hindrance stress into one factor ( $\Delta\chi^2 = 211.132$ ,  $df = 5$ ,  $p < .001$ ). The fitness of this five-factor model is:  $\chi^2 = 860.824$ ,  $df = 311$ , CFI = .807, RMSEA = .084, SRMR = .088. Next, I compared the six-factor model with a four-factor model that combining authoritarianism and benevolence into one factor and challenge stress and hindrance stress into one factor. The results show that six-factor model is significantly better than the four-factor model ( $\Delta\chi^2 = 352.307$ ,  $df = 9$ ,  $p < .001$ ). The fit of this four-factor model is:  $\chi^2 = 1001.999$ ,  $df = 315$ , CFI = .758, RMSEA = .093, SRMR = .108 (See Model 4 in Table 1). Through these comparisons, I can conclude that the six-factor model fits the research model well, and I tested the hypotheses using the six-factor model.

**Table 5.1 Results of Confirmatory Factor Analysis**

<b>Model</b>	$\chi^2$	<b>DF</b>	<b>CFI</b>	<b>TLI</b>	<b>RMSEA</b>	<b>SRMR</b>	$\Delta\chi^2$
<b>Six-factor Model</b> AL,BL,CS,HS,TI, PF	649.692	306	0.879	0.861	0.067	0.067	
<b>Five-factor Model<sub>1</sub></b> AL+BL,CS,HS,TI, PF	791.031	311	0.831	0.809	0.078	0.091	141.339***
<b>Five-factor Model<sub>2</sub></b> AL,BL,CS+HS,TI, PF	860.824	311	0.807	0.782	0.084	0.088	211.132***
<b>Four-factor Model</b> AL+BL,CS+HS,TI, PF	1001.999	315	0.758	0.731	0.093	0.108	352.307***

Note: AL refers to authoritarian leadership, BL refer to benevolent leadership, CS refers to challenge stress, HS refers to hindrance stress, TI refers to turnover intention, PF refers to performance. + represents combining two factors into one factor.  $\Delta\chi^2$  represents the results compared with the six-factor model. \*\*\*p<0.001

## 5.2 Descriptive Statistics

Before I test the hypotheses using polynomial regression method, one premise I need to make sure is the discrepancies between authoritarian leadership and benevolent leadership among our sample. It is important to know that whether the discrepancies exist in my sample, or how many discrepancies and in what directions are these discrepancies. If there is only very few discrepancies among our sample (e.g., <50%), then there will be no practical implications to use the polynomial regression method to explore how discrepancies affect outcomes.

This study employed the method introduced by Fleenor, McCauley, and Brutus (1996) and Shanock, Baran, Gentry, Pattison, and Heggestad (2010) to describe the discrepancies in my sample. First, I standardized the scores for authoritarian leadership and benevolent leadership. Any participant with the score of AL that is higher or lower than the score of BL at more than half a standard deviation is considered to have discrepant value. I provide the information of my dataset to reflect the frequencies of AL is above, below or in agreement with BL. As shown in the table 5.2, we can know that there was only 27.78% of our samples were in agreement in AL and BL. A large amount of proportions reflected the discrepancies in AL and BL. Thus, it is sensible to explore how the discrepancies between AL and BL predict employee outcomes.

**Table 5.2 Frequencies of AL Compared with BL**

<b>Agreement groups</b>	<b>Number</b>	<b>Percentage</b>	<b>Mean AL</b>	<b>Mean BL</b>
<b>AL more than BL</b>	104	41.27%	0.613	-0.646
<b>In agreement</b>	70	27.78%	-0.053	-0.038
<b>AL less than BL</b>	78	30.95%	-0.771	0.896

Descriptive statistics and correlations are presented in Table 5.3. We can know from the table that authoritarian leadership was positively related to challenge stress ( $r = .350, p < .01$ ) and hindrance stress ( $r = .166, p < .01$ ). Benevolent leadership was negatively related to hindrance stress ( $r = -.180, p < .05$ ). Regarding the correlation between mediators and outcomes, challenge stress was positively related to performance ( $r = .326, p < .01$ ) and turnover intention ( $r = .125, p < .05$ ). Hindrance stress was also positively related to performance ( $r = .176, p < .01$ ) and turnover intention ( $r = .497, p < .01$ ). The reliability of all variables are acceptable. These correlation results provide initial support for my research model testing.

**Table 5.3 Descriptive Statistics and Correlation Coefficient Matrix of Variables**

	Mean	SD	1	2	3	4	5	6	7	8	9
1. Gender	.340	.480									
2. Age	23.38	3.391	-.019								
3. Tenure	1.265	1.384	.188**	.311**							
4. Authoritarian leadership	2.929	.495	-.088	.056	-.033	(.633)					
5. Benevolent leadership	3.620	.596	-.128*	.004	-.086	-.051	(.863)				
6. Challenge stress	3.140	.576	-.132*	.109	.131*	.350**	-.002	(.821)			
7. Hindrance stress	2.559	.565	.071	.063	.154*	.166**	-.180**	.343**	(.693)		
8. Turnover intention	2.655	.774	.169**	-.037	.121	.143*	-.170**	.125*	.497**	(.878)	
9. Performance	3.041	.575	-.124	.089	.081	.149*	.068	.326**	.176**	-.020	(.866)

Note.  $n = 252$ . \*  $p < .05$ , \*\*  $p < .01$ . Reliability coefficients are reported along the diagonal.

### 5.3 Hypotheses Tests

#### 5.3.1 AL-BL and Challenge Stress

In order to test the research model we proposed, this paper used the hierarchical regression and polynomial regression method to test the research model. The hierarchical regression results are shown in Table 5.4. Hypothesis 1 suggested that authoritarian leadership is negatively related to challenge stress. According to the regression results, this hypothesis was not supported. In contrast, this study found a significant positive relationship between authoritarian leadership and challenge stress ( $\beta = .396, p < .001$ ). Thus, Hypothesis 1 was not supported. Results also showed that the relationship between benevolent leadership and hindrance stress is non-significant ( $\beta = .041, n.s.$ ). Thus, Hypothesis 2, which proposed that benevolent leadership is positively related to challenge stress, was not supported.

**Table 5.4 Hierarchical Regression Analysis Results of Challenge Stress**

	Model 1		Model 2	
	b	SE	b	SE
<b>Constant</b>	2.791 <sup>***</sup>	.274	1.561 <sup>***</sup>	.396
<b>Control variables</b>				
Gender	-.182 <sup>*</sup>	.081	-.142 <sup>†</sup>	.077
Age	.015	.012	.010	.011
Tenure	.051 <sup>†</sup>	.030	.059 <sup>*</sup>	.028
<b>Independent variables</b>				
Authoritarian leadership (AL)			.396 <sup>***</sup>	.071
Benevolent leadership (BL)			.041	.059
R <sup>2</sup>	.041 <sup>*</sup>		.156 <sup>***</sup>	
$\Delta R^2$			.114 <sup>***</sup>	

Note: n=252. <sup>†</sup> $p < .10$ , <sup>\*</sup> $p < .05$ , <sup>\*\*</sup> $p < .01$ , <sup>\*\*\*</sup> $p < .001$



### 5.3.2 AL-BL Congruence/Incongruence and Challenge Stress

The polynomial regression analysis results on challenge stress and hindrance stress were shown in Table 5.5, and the corresponding surface plot is shown in Figure 5.1 and Figure 5.2.

**Table 5.5 Polynomial Regressions of Challenge Stress and Employee Outcomes on AL-BL Congruence/Incongruence**

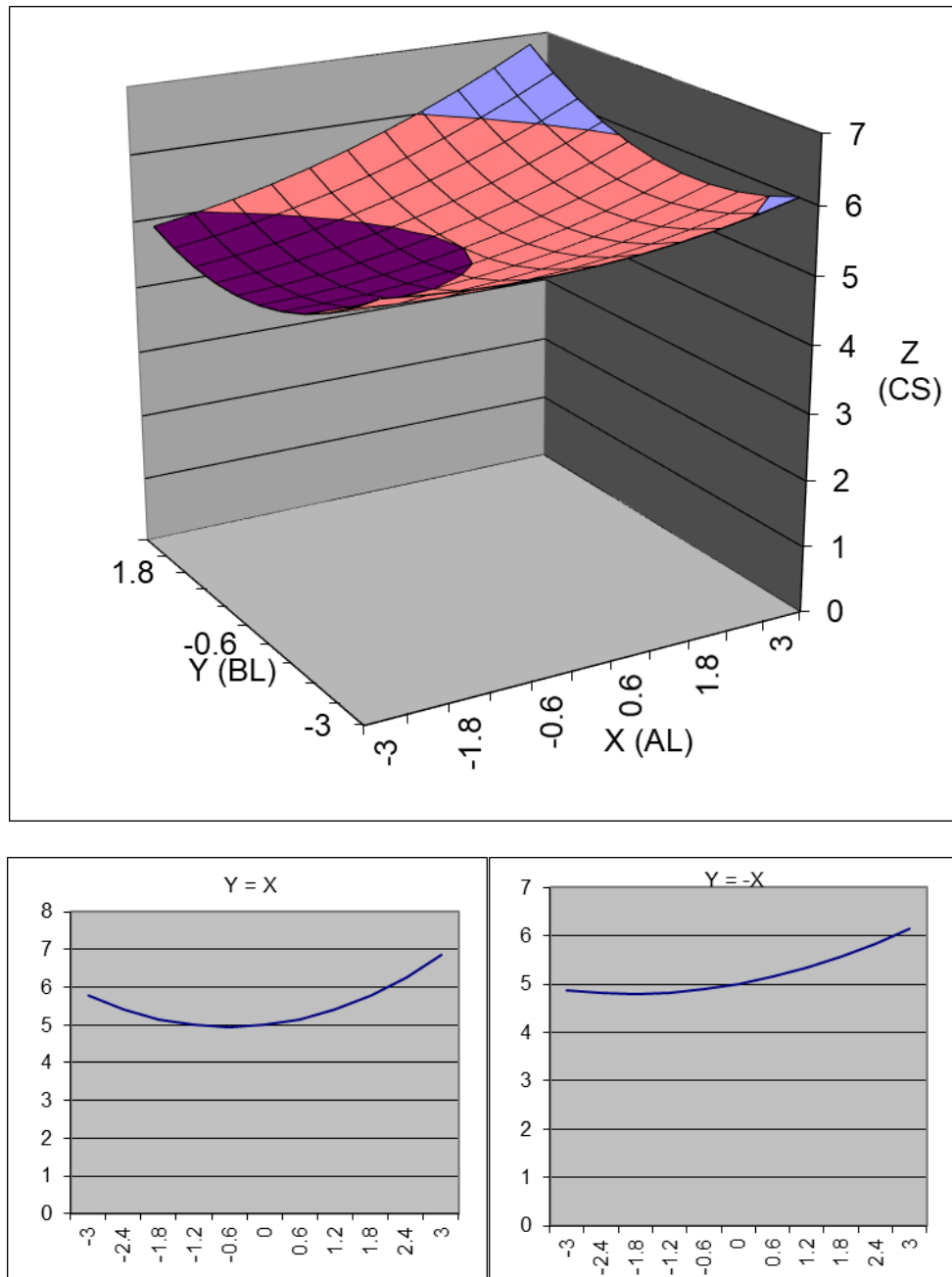
	Challenge stress	Turnover intention		Performance	
		Model 1	Model 2	Model 1	Model 2
<b>Constant</b>	3.041***	2.636***	2.288***	2.954***	2.083***
<b>Independent variables</b>					
Authoritarian leadership (AL)	.195***	.100 <sup>†</sup>	.078	.066	.010
Benevolent leadership (BL)	-.018	-.125*	-.123*	.014	.019
AL <sup>2</sup>	.030	-.005	-.008	.055**	.046***
AL*BL	.044	.018	.013	.055	.042
BL <sup>2</sup>	.072***	.025	.017	.035	.015
<b>Mediator</b>					
Challenge stress			.115		.286***
R <sup>2</sup>	.088	.049*	.055*	.066**	.069***
ΔR <sup>2</sup>			.001		.003***
<b>Congruence (AL=BL) line</b>					
Slope (b1+b2)	.177***	-.025		.079	
Curvature (b3+b4+b5)	.146**	.038		.145**	
<b>Incongruence (AL=-BL) line</b>					
Slope (b1-b2)	.213***	.225**		.052	
Curvature (b3-b4+b5)	.058	.002		.036	

Note. n=252. <sup>†</sup>p < .1 \*p < .05 \*\*p < .01 \*\*\*p < .001

Hypothesis 3 predicted a congruence effect, such that the more congruence between authoritarian leadership and benevolent leadership, the higher challenge stress employees will perceive. It is demonstrated by the first feature of the response surface described in the analysis strategy part. Hypothesis 3 will only be supported if the curvature for the incongruence line ( $AL = -BL$ ) is negative. As shown in the Model under challenge stress in Table 5.5, the curvature along the incongruence line of authoritarian leadership and benevolent leadership on challenge stress is positive but not significant (curvature  $[b3-b4+b5] = 0.058, n.s.$ ). The response surface in Figure 5.1 indicates an increase curve along the  $AL = -BL$  line (incongruence line), demonstrating that challenge stress is not higher when authoritarian leadership and benevolent leadership are more aligned to each other. Thus, hypothesis 3 was not supported.

Hypothesis 4 predicted that challenge stress employees perceived is higher when the authoritarian leadership and benevolence leadership is in agreement at a high level than it is at a low level. This hypothesis is reflected in the positive slope along the congruence line ( $AL = BL$ ). As shown in the Model under challenge stress in Table 5.5, the slope of the congruence line ( $AL = BL$ ) was positive and significant (slope  $[b1+b2] = .177, p < .001$ ). Thus, we can conclude that the high AL-high BL congruence induces higher challenge stress than the low AL -low BL congruence does. Moreover, as shown in Figure 5.1, the response surface plotting also indicates that challenge stress is higher at the rear corner than the challenge stress at the front corner. Thus, the value of challenge stress was higher in the high authoritarian leadership – high benevolent leadership congruence condition compared to the low authoritarian

leadership –low benevolent leadership congruence condition. Hypothesis 4 was supported.



**Figure 5.1 Congruence Effect and Incongruence Effect of Authoritarian leadership and Benevolent Leadership on Challenge Stress**

Hypothesis 5 described an asymmetrical incongruence effect of authoritarian leadership and benevolent leadership such that challenge stress is higher when

benevolent leadership is higher than authoritarian leadership than it is when authoritarian leadership is higher than benevolent leadership. This hypothesis can be reflected in the slope of incongruence line ( $AL = -BL$ ). That means, Hypothesis 5 will be supported if the results demonstrate a negative slope along  $AL = -BL$ . Results in Model 1 under challenge stress in Table 5.5 indicating that the slope along the congruence line (Slope  $[b1-b2] = .213, p < .001$ ) is positive and significant, which is opposite to my prediction. Thus, challenge stress is higher when authoritarian leadership is higher than benevolent leadership than the challenge stress is when benevolent leadership is higher than authoritarian leadership. The response surface in Figure 5.1 also reflect that the challenge stress in the right corner (high authoritarian leadership/low benevolent leadership) is higher than the left corner (high benevolent leadership/low authoritarian leadership). Thus, this study results failed to find support for Hypothesis 5.

### ***5.3.3 The Mediating Effect of Challenge stress***

To test the mediating effect of challenge stress on the linkage between authoritarian leadership –benevolent leadership congruence/incongruence and turnover intention, I also ran two models for turnover intention. In model 1, I predict the effect of turnover intention on five polynomial terms. In model 2, I added the mediator, challenge stress into the regression model to examine the effect of challenge stress on performance after controlling the congruence/incongruence effects. As shown in Model 2 in Table 5.5 below turnover intention, challenge stress was positively but not significantly related to turnover intention ( $\beta = .115, n.s.$ ). Thus, Hypothesis 11a which predicted a negative relationship between challenge stress and turnover intention was not supported. Since the negative relationship between

challenge stress and employees rated turnover intention was not significant, the mediating effect was also not supported. I also tested the indirect effect of challenge stress on the relationship of AL-BL interplays on turnover intention. As shown in Table 5.6, the indirect effect via challenge stress was not significant. Thus, Hypothesis 13a was also not supported.

In order to test the mediating effect of challenge stress on the relationship between AL –BL congruence/incongruence and performance, I ran two models in Table 5.5. Firstly, I predicted the effect of performance on five polynomial terms. In the second step, I added the mediator, challenge stress into the regression model to test the effect of challenge stress on performance after controlling the congruence/incongruence effects. As shown in Model 2 in Table 5.5 below performance, challenge stress was positively and significantly related to performance ( $\beta = .286, p < .001$ ). Thus, Hypothesis 11b was supported.

Based on the polynomial regression predicting challenge stress, I created a block variable following the instructions described in the analysis strategy part (Edward & Cable, 2009; Cole et al., 2013). I tested the “a” path, “b” path and also the indirect effect in the mediation model in Table 5.7. As shown in Table 5.7, the direct effect of block variable on performance was positive but not significant ( $\beta = -.288, n.s.$ ) The indirect effect of challenge stress was significant ( $\beta = .257, p < .001$ ), and the confidence intervals did not include 0 (CI = [0.044, 0.532]). Thus, the mediating effect of challenge stress on the relationship between AL-BL congruence/incongruence and performance was supported. Hypothesis 13b was supported.

**Table 5.6 Results of Tests of Indirect Effect of AL-BL Congruence/Incongruence on Turnover Intention via CS**

Variable	Block variable to CS	CS to TI	Direct effect	Indirect effect
	a path	b path	c path	ab
Unstandardized results	.999 <sup>***</sup>	.149	.284	.149
95% bias-corrected bootstrapped CI for indirect effect				(- .023, .194)
Standardized results	.397 <sup>***</sup>	.111	.085	.044

Note: CS refers to challenge stress. <sup>\*\*\*</sup>p<0.001

**Table 5.7 Results of Tests of Indirect Effect of AL-BL Congruence/Incongruence on Performance via CS**

Variable	Block variable to CS	CS to performance	Direct effect	Indirect effect
	a path	b path	c path	ab
Unstandardized results	.999 <sup>***</sup>	.258 <sup>**</sup>	.288	.257 <sup>**</sup>
95% bias-corrected bootstrapped CI for indirect effect				(.044, .532)
Standardized results	.397 <sup>***</sup>	.253 <sup>***</sup>	.112	.100 <sup>**</sup>

Note: CS refers to challenge stress. <sup>\*\*</sup>p<0.01, <sup>\*\*\*</sup>p<0.001

### 5.3.4 AL-BL and Hindrance Stress

Hypothesis 6 predicted that authoritarian leadership was positively related to hindrance stress. According to the regression results represented in Table 5.8, this hypothesis was supported. The relationship between authoritarian leadership and hindrance stress was positive and significant ( $\beta = .172, p < .05$ ). In contrast, this study found that benevolent leadership was negatively and significantly related to hindrance stress ( $\beta = -.150, p < .05$ ) as shown in Model 2 in Table 5.8. Thus, Hypothesis 7 which predicted a negative relationship between benevolent leadership and hindrance stress was also supported.

**Table 5.8 Hierarchical Regression Results of Hindrance Stress**

	Model 1		Model 2	
	b	SE	b	SE
<b>Constant</b>	2.335***	.274	2.414***	.410
<b>Control variables</b>				
Age	.060	.080	.051	.080
Gender	.006	.012	.005	.012
Tenure	.050 <sup>†</sup>	.030	.050 <sup>†</sup>	.029
<b>Independent variables</b>				
Authoritarian leadership (AL)			.172*	.073
Benevolent leadership (BL)			-.150*	.061
R <sup>2</sup>	.022		.072	
$\Delta R^2$			.049**	

Note.  $n=252$ . <sup>†</sup> $p < .10$ , \* $p < .05$ , \*\* $p < .01$

### 5.3.5 AL-BL Congruence/Incongruence—Hindrance Stress

The polynomial regression analysis results of AL-BL congruence/incongruence on hindrance stress are presented in Table 5.9. Hypothesis 8 predicted a congruence effect of AL and BL on hindrance stress, such that the more congruence between authoritarian leadership and benevolent leadership, the lower hindrance stress employees will perceive. It is reflected in the first feature of the response surface described in the analysis strategy part, and this effect is reflected in the positive curvature for the incongruence line ( $AL = -BL$ ). As shown in the results under hindrance stress in Table 5.9, the curvature along the incongruence line of authoritarian leadership and benevolent leadership was positive and significant (curvature  $[b3-b4+b5] = .118, p < .01$ ). The corresponding surface plot is shown in Figure 5.2. The surface in Figure 5.2 indicates an increase trend along the incongruence line ( $AL = -BL$ ), demonstrating that hindrance stress is lower when authoritarian leadership and benevolent leadership are more aligned to each other. Thus, hypothesis 8 was supported.

Hypothesis 9 predicted that hindrance stress employees perceived is lower when the authoritarian leadership and benevolent leadership are in agreement at a high level than they are in agreement at a low level. This hypothesis is reflected in the significant negative slope for the congruence line ( $AL = BL$ ). As shown in the results under hindrance stress in Table 5.9, the slope of the congruence ( $AL = BL$ ) line was in the predicted direction but the effect was not significant (slope  $[b1+b2] = -.014, n.s.$ ). Thus, hindrance stress was not lower in the high authoritarian leadership –high benevolent leadership congruence condition comparing to the low authoritarian



leadership –low benevolent leadership congruence condition. Hypothesis 9 was not supported.

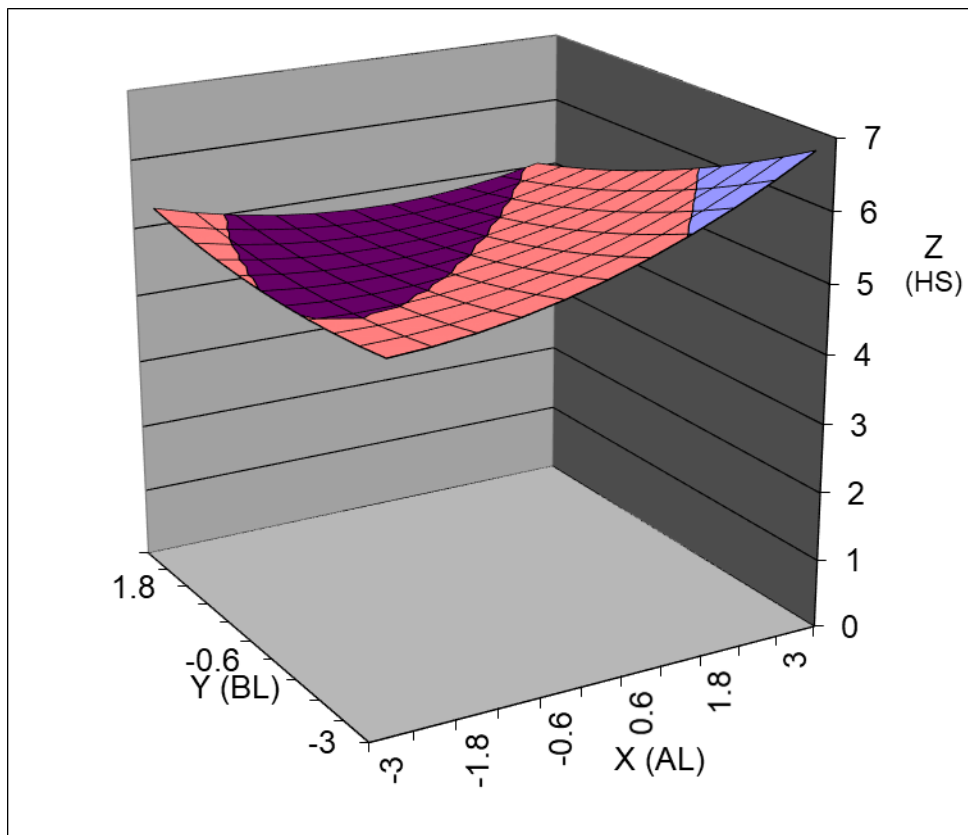
**Table 5.9 Polynomial Regressions of Hindrance Stress and Employee Outcomes on AL-BL Congruence/Incongruence**

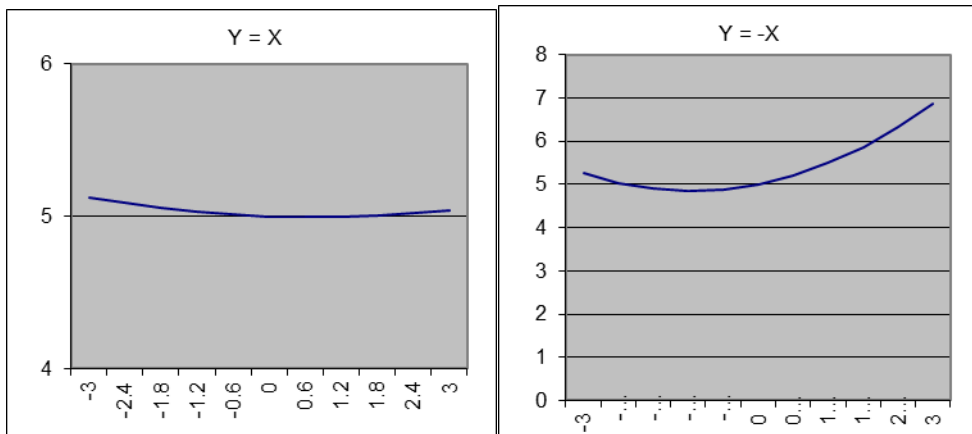
	Hindrance stress	Turnover intention		performance	
		Model 1	Model 2	Model 1	Model 2
<b>Constant</b>	2.493***	2.636***	0.955***	2.954***	2.554***
<b>Independent variables</b>					
Authoritarian leadership (AL)	.128***	.100 <sup>†</sup>	.011	.066	.045
Benevolent leadership (BL)	-.142**	-.125*	-.023	.014	.036
AL <sup>2</sup>	.042*	-.005	-.036	.055**	.048*
AL*BL	-.054	.018	.054	.055	.063 <sup>†</sup>
BL <sup>2</sup>	.021	.025	.008	.035	.032
<b>Mediator</b>					
Hindrance stress			.679***		.160*
R <sup>2</sup>	.099	.047*	.272***	.066**	.088**
ΔR <sup>2</sup>			.224***		.022*
<b>Congruence (AL=BL) line</b>					
Slope (b1+b2)	-.014	-.025		.079	
Curvature (b3+b4+b5)	.090	.038		.145**	
<b>Incongruence (AL=-BL) line</b>					
Slope (b1-b2)	.270***	.225**		.052	
Curvature (b3-b4+b5)	.118**	.002		.036	

Note: n=252. <sup>†</sup>p<0.1 \*p<.05 \*\*p<.01 \*\*\*p<.001

Hypothesis 10 predicted an asymmetrical incongruence effect in hindrance stress such that hindrance stress was lower when benevolence is higher than authoritarianism than it was when authoritarianism is higher than benevolence. This

hypothesis is reflected in the lateral shift quantity, which is calculated as  $\frac{[b_2 - b_1]}{[2 * (b_3 - b_4 + b_5)]}$ . As predicted, the lateral shift quantity was negative (-1.144.), indicating a shift toward the region where benevolent leadership is higher than authoritarian leadership. Thus, when the employees perceive authoritarian leadership is higher than benevolent leadership, hindrance stress increase more sharply than it does when benevolent leadership is higher than authoritarian leadership. Moreover, I tested the slope of the incongruence line, and the results showed there was a significant positive slope along the incongruence line (Slope  $[b_1 - b_2] = .270, p < .001$ ). We can conclude that hindrance stress was lower when benevolence was higher than authoritarianism than it was when authoritarianism was higher than benevolence. Such trend was also shown in the surface plot. Thus, this study find support for Hypothesis 10.





**Figure 5.2 Congruence Effect and Incongruence Effect of Authoritarian Leadership and Benevolent Leadership on Hindrance Stress**

### 5.3.6 The Mediating Effect of Hindrance Stress

In order to test the mediating effect of hindrance stress on the relationship between authoritarianism/benevolence congruence/incongruence and turnover intention, I tested two steps as shown in Table 5.9. In the first step, I used the five polynomial terms to predict turnover intention, and in the second step I added hindrance stress to the regression model to examine the effect of hindrance stress on turnover intention after controlling for five polynomial terms. As shown in Model 2 under turnover intention in Table 5.9, hindrance stress was positively and significantly related to turnover intention ( $\beta = .679, p < .001$ ). Thus, Hypothesis 12a was supported.

Then I combined the five polynomial terms into one block variable and test the combined effect of the AL-BL congruence/incongruence on hindrance stress and turnover intention. I tested the “a” path, “b” path and the indirect effect in the mediation model in Table 5.10. As shown in Table 5.10, the direct effect of block variable on hindrance stress was negative but not significant ( $\beta = - .030, n.s.$ ). The indirect effect of congruence/incongruence of AL-BL on turnover intention via

hindrance stress was positive and significant ( $\beta = .675$   $p < .001$ ;  $CI = [0.319, 1.114]$ ). Thus, the mediating effect of hindrance stress on the relationship between AL-BL congruence/incongruence and turnover intention was supported. More specifically, it's a full mediation model. Hypothesis 14a was supported.

To test the mediating effect of hindrance stress on the relationship between authoritarian leadership –benevolent leadership congruence/incongruence and performance, I also adopted two steps of regression on performance. In the first step, I regressed five polynomial terms on hindrance stress. In the second step, I added hindrance stress into the regression model to examine the effect of hindrance stress on performance after controlling the congruence/incongruence effects. As shown in Model 2 in Table 5.9 below performance, hindrance stress was positively and significantly related to job performance ( $\beta = .166$ ,  $p < .01$ ), and there was a significant increase in the R square. However, such relationship is in the opposite direction with my hypothesis. Thus, Hypothesis 12b was not supported.

Then I combined the five polynomial terms (AL, BL, AL<sup>2</sup>, AL\*BL, BL<sup>2</sup>) into one block variable and test the combined effect of the AL-BL congruence/incongruence on hindrance stress and performance. I tested the “a” path, “b” path and indirect effect in the mediation model in Table 5.11. As shown in Table 5.11, the direct effect of block variable on performance was not significant ( $\beta = .256$ , *n.s.*). The indirect effect of congruence/incongruence of AL-BL on turnover intention via hindrance stress was also not significant ( $\beta = .143$ , *n.s.*;  $CI = [-0.024, 0.437]$ ). Thus, the mediating effect of hindrance stress on the relationship between AL-BL congruence/incongruence and performance was not supported. Hypothesis 14b was not supported.

**Table 5.10 Results of Tests of Indirect Effect of AL-BL Congruence/Incongruence on Turnover Intention via HS**

Variable	Block variable to HS	HS to TI	Direct effect	Indirect effect
	a path	b path	c path	ab
Unstandardized results	.990 <sup>***</sup>	.682 <sup>***</sup>	-.030	.675 <sup>***</sup>
95% bias-corrected bootstrapped CI for indirect effect				(0.319, 1.114)
Standardized results	.310 <sup>***</sup>	.501 <sup>***</sup>	-.007	.155 <sup>***</sup>

Note: HS refers to hindrance stress. TI refers to turnover intention. \*\*\*p<0.001

**Table 5.11 Results of Tests of Indirect Effect of AL-BL Congruence/Incongruence on Performance via HS**

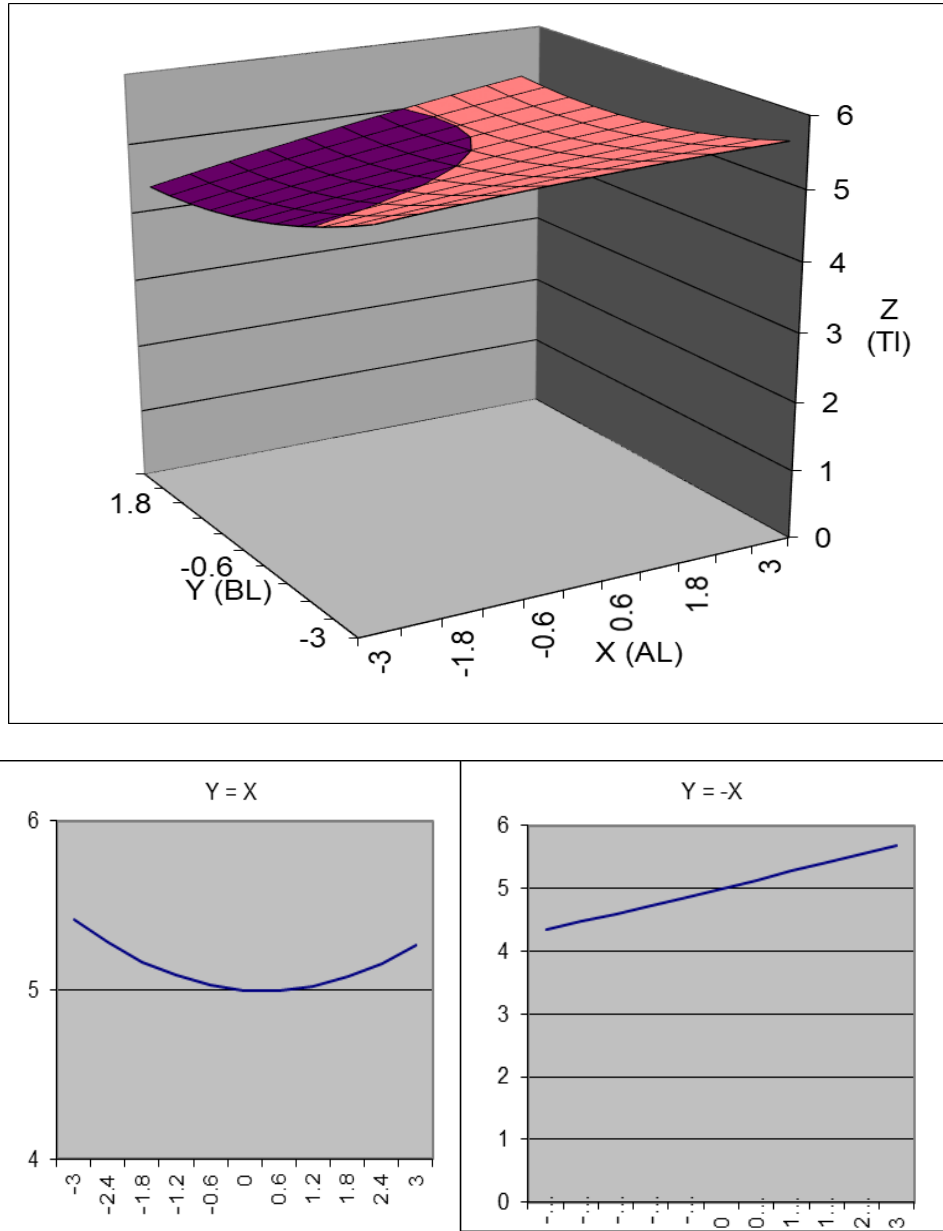
Variable	Block variable to HS	HS to performance	Direct effect	Indirect effect
	a path	b path	c path	ab
Unstandardized results	0.990 <sup>***</sup>	0.145 <sup>†</sup>	0.256	0.143 <sup>†</sup>
95% bias-corrected bootstrapped CI for indirect effect				(-0.024, 0.437)
Standardized results	0.310 <sup>***</sup>	0.139 <sup>†</sup>	0.077	0.043 <sup>†</sup>

Note: HS refers to hindrance stress. †p<0.1; \*\*\*p<0.001

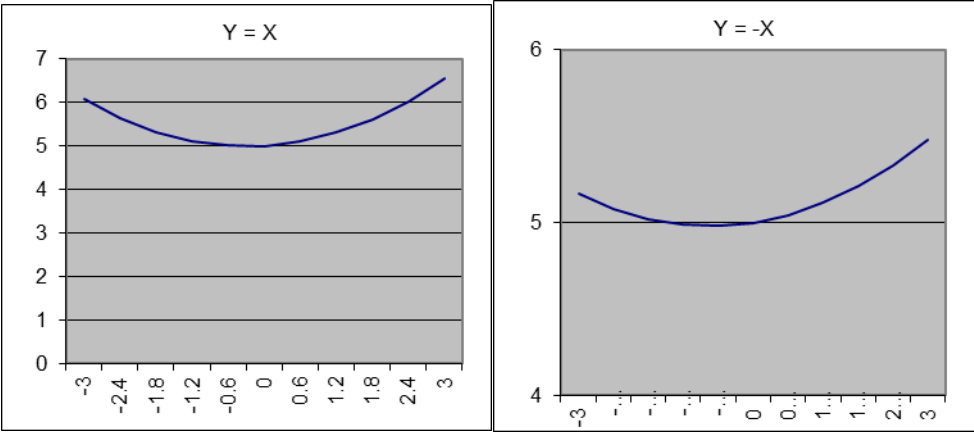
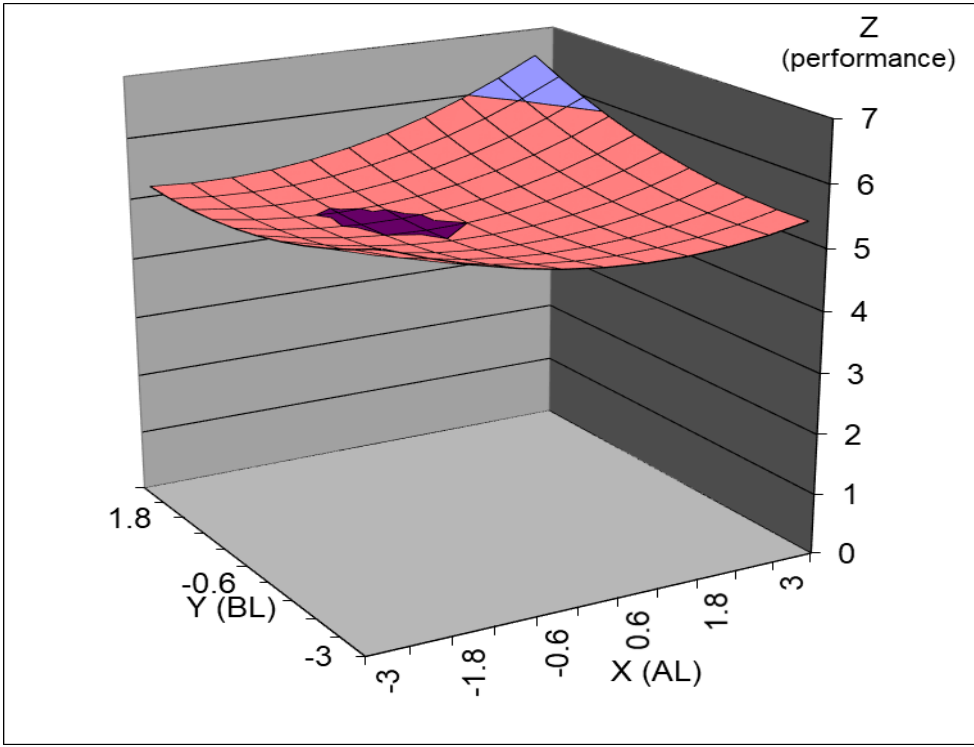
As post hoc analysis, I also tested the congruence/incongruence effect on turnover intention and created the response surface graphs based on the results in Table 5.9. For turnover intention, figure 5.3 shows that there was no congruence effect in the surface along the incongruence line (curvature  $[b3-b4+b5] = .002, n.s.$ ) of authoritarian leadership and benevolent leadership. Turnover intention for the high AL/high BL congruence condition is not significantly higher than that for the low AL/low BL congruence condition as the slope along congruence line was not significant (slope  $[b1+b2] = -.025, n.s.$ ). Figure 5.3 also shows an asymmetrical incongruence effect on turnover intention in which the right corner was higher than the left corner because the slope along AL = -BL (incongruence line) was positive and significant (Slope  $[b1-b2] = .225, p < .01$ ).

I also tested the polynomial regression effect of the AL-BL congruence/incongruence on performance and plotted its response surface graphs based on the model 1 results under performance in Table 5.9. The results show that there was no congruence effect because the curvature along the incongruence line (AL = -BL) was not significant (curvature  $[b3-b4+b5] = .036, n.s.$ ). Figure 5.4 also shows that there was no congruence effect of performance in the surface along the incongruence line. Performance for the high AL/high BL congruence condition is not significantly higher than that for the low AL/low BL congruence condition as the slope along congruence line was not significant (slope  $[b1+b2] = .079, n.s.$ ). Actually, there was a curvilinear relationship along the congruence line. As shown in Model 1 under performance in Table 5.9, there was a U-shaped curve along the congruence line (AL = BL) as the curvature along it was positive and significant (curvature  $[b3+b4+b5] = .145, p < .01$ ). Moreover, there was no significant asymmetrical

incongruence effect of AL and BL on performance as the slope along the incongruence line ( $AL = -BL$ ) was not significant (slope  $[b_1 - b_2] = .052, n.s.$ ).



**Figure 5.3 Congruence Effect and Incongruence Effect of Authoritarian Leadership and Benevolent Leadership on Turnover Intention**



**Figure 5.4 Congruence Effect and Incongruence Effect of Authoritarian Leadership and Benevolent Leadership on Performance**



## CHAPTER 6

### DISCUSSION

#### 6.1 Overview of Results

Paternalistic leadership is a very typical and prevalent leadership style in Eastern culture. As proposed by Farh and Cheng (2000), paternalistic leadership is a specific leadership style has two-sided components including authoritarian paternalistic and benevolent paternalistic. However, previous studies have mainly regarded these two dimensions as independent variables. Researchers have not yet examined the congruence/incongruence effects of benevolent leadership and authoritarian leadership. In the present study, we follow the view of considering paternalistic leadership as a unit combines two sides (i.e., authoritarian leadership and benevolent leadership) to explore the congruence effect and incongruence effects of AL and BL in affecting employees' challenge and hindrance stress and further influence employees' attitude and performance outcomes. Table 6.1 represents the results of hypotheses testing.

**Table 6.1 Summary of the Results of Hypotheses Tests**

<b>Hypothesis</b>	<b>Content</b>	<b>Result</b>
H1	Authoritarian leadership is negatively related to challenge stress	not supported
H2	Benevolent leadership is positively related to challenge stress	not supported
H3	The more agreement (that is, the higher the congruence) between authoritarian leadership and benevolent leadership, the higher the subordinates perceive challenge stress.	not supported
H4	paternalistic leadership has a significant positive effect on challenge stress along the fit-line, such that subordinates' challenge stress is higher when a leader's authoritarianism is in congruence with benevolence at a high level than it is when a leader's authoritarianism is in congruence with benevolence at a low level.	supported
H5	Subordinates' challenge stress is lower when a leader's	not

	authoritarianism is higher than benevolence than it is when a leader's benevolence is higher than authoritarianism.	supported
H6	Authoritarian leadership is positively related to hindrance stress;	not supported
H7	Benevolent leadership is negatively related to hindrance stress;	supported
H8	The more agreement (that is, the higher the congruence) between authoritarian leadership and benevolent leadership, the lower the subordinates perceive hindrance stress.	supported
H9	paternalistic leadership has a significant negative effect on hindrance stress along the fit-line, such that subordinates' hindrance stress is lower when a leader's authoritarianism is in congruence with benevolence at a high level than it is when a leader's authoritarianism is in congruence with benevolence at a low level.	not supported
H10	Subordinates' hindrance stress is higher when a leader's authoritarianism is higher than benevolence than it is when a leader's benevolence is higher than authoritarianism.	supported
H11a	Challenge stress has a negative relationship with turnover intention	not supported
H11b	Challenge stress has a positive relationship with performance	supported
H12a	Hindrance stress has a positive relationship with turnover intention	supported
H12b	Hindrance stress has a negative relationship with performance	not supported
H13a	the relationship between the interplay of authoritarianism and benevolence and turnover intention(H13a) is mediated by the challenge stress	not supported
H13b	the relationship between the interplay of authoritarianism and benevolence and performance is mediated by the challenge stress	supported
H14a	the relationship between the interplay of authoritarianism and benevolence and turnover intention is mediated by the hindrance stress	supported
H14b	the relationship between the interplay of authoritarianism and benevolence and performance is mediated by the hindrance stress	not supported

The results of the present study show that authoritarian leadership is positively related to challenge stress, which means that the employees who work with a leader exhibiting absolute control and power over them tend to perceive a high level of challenge stress. However, the results didn't find a significant linkage between

benevolent leadership and challenge stress. Thus, it seems that employees who work with a leader cares their well-being a lot are not necessarily to increase their challenge stress perception as expected. Such findings are different from my expectation. However, such results are consistent with the desirable effect of authoritarian leadership found in recent studies whose data were also collected from China (Schaubroeck et al., 2017; Tian & Sanchez, 2017). The explanation for the positive influence of authoritarian leadership and challenge stress could be the high power distance in China (Carl, Gupta, & Javidan, 2004). Cheng et al., (2004) suggested that authoritarian leadership is positively related to desirable subordinates' outcomes (e.g., gratitude, compliance, identification) for employees with high authority orientation. Although subordinates with authoritarian leadership have low levels of autonomy, they still consider such control as the challenge stress for their work.

The present study failed to support the congruence effect of authoritarian leadership and benevolent leadership on challenge stress. That means subordinates' challenge stress perception will not be higher when authoritarian leadership are in agreement with benevolent leadership in higher level. As expected, the results demonstrate that a positive effect in along the congruence line, which means the subordinates' challenge stress perception will be higher when their leader's authoritarian leadership is in congruence with benevolent leadership at a high level than it is when these two components are congruence at a low level. Contrary to the prediction, the results demonstrated that challenge stress is higher when authoritarian leadership than benevolent leadership.

Regarding the effect on hindrance stress, the results in the present study showed that authoritarian leadership is positively related to hindrance stress, while

benevolent leadership is negatively related to hindrance stress. Moreover, the present study results show that there is congruence effect of authoritarian leadership and benevolent leadership on hindrance stress. That means, the more agreement (that is, the higher the congruence) between authoritarian leadership and benevolent leadership, the lower the subordinates perceive hindrance stress. However, the results failed to support a negative effect on hindrance stress along the fit-line. Thus there was no significant difference of hindrance stress along the different levels of congruence. As for the asymmetrical incongruence, the results showed that subordinates' hindrance stress was higher when authoritarian leadership is higher than benevolent leadership, which supported our prediction. By doing post-hoc analyses, the results show that there is congruence effect between AL-BL and turnover intention. Employees' performance is higher when the congruence level is high than it is low.

As for the relationship between challenge-hindrance stress and work outcomes. The results demonstrate that employees' perception of challenge stress is positively related to job performance and hindrance stress perception is positively related to turnover intention, which are consistent with findings in previous literature. Surprisingly, this study demonstrates that hindrance stress is also positively related to performance. I try to explain this unexpected result from the feature of my sample. Among the hindrance stress values, there is a high mean value in job insecurity in the sample. According to the research on job insecurity, it can be challenge and hindrance in nature at the same times. To be specific, job insecurity can motivate employees to make themselves more important for organization by working hard on the one hand, and it can be detrimental to performance due to the undesirable feelings (Staufenbiel

& König, 2010). Thus, the positive linkage between hindrance stress and performance can be attributed to the motivating effect of job insecurity.

Regarding the mediating effect of challenge stress and hindrance stress, the results show that challenge stress plays a mediating role in the relationship between the interplay of authoritarian leadership and benevolent leadership and performance. Hindrance stress mediates the relationship between the interplay of authoritarian leadership and benevolent leadership and turnover intention. Such results are also consistent with the research on challenge and hindrance stress. Challenge stress is more related to employees' work motivation and engagement (Lepine et al., 2005; Lepine et al., 2004), which influences performance, and hindrance stress induces negative emotions and strain that are more likely related to intention to leave the organization (Rodell & Judge, 2009; Zhang et al., 2014).

To sum up, although there are some unexpected outcomes in the congruence/incongruence trend come up, most of our predictions have been supported. These findings are promising and interesting. Contrary to our expectation, the results demonstrate a positive relationship between authoritarian leadership and challenge stress. The present study is among the first to investigate the congruence/incongruence effects of authoritarian leadership and benevolent leadership, and study is among the first to explore the relationship between paternalistic leadership and challenge-hindrance stress. Using the multi-source data from supervisor and subordinates, I find the congruence effect on hindrance stress and incongruence effect on challenge stress.

## **6.2 Theoretical Implications**

The findings of this study have several important theoretical implications. First, this study investigates the congruence and incongruence effects of benevolence and authoritarianism—effects that haven't explored before. Although the original work by Cheng and Farh (2004) defined paternalistic leadership as a bundle of its dimensions, the latter studies on paternalistic leadership have mainly explored the dimensions (i.e., authoritarianism and benevolence) as separate variables (X.P. Chen et al., 2014; Pellegrini & Scandura, 2008). Some studies explored their influence using the interaction approach (Chan et al., 2013) by considering paternalistic leadership as a Janus-faced construct, but they made inconsistent conclusions. This study reconciles the inconsistencies by investigating the congruence/incongruence effects of AL and BL on employees' outcomes. By doing so, this study finds that the congruence between AL and BL indeed matters for hindrance stress. Employees perceive lower level of hindrance stress when AL and BL are congruent than they do when AL and BL are incongruent. The present study opens a door for paternalistic leadership research to take the balance between AL and BL into consideration, and to reconsider its influence on some outcomes that can be influenced by the balance.

Second, the present study suggests that challenge stress and hindrance stress are important explanatory mechanisms linking the combination of authoritarianism and benevolence with employee outcomes. Previous studies that have mainly explored the mechanism of paternalistic leadership and outcomes from social perspectives, such as the relationship between subordinate and leader (X. P. Chen et al., 2014; Farh et al., 2006). Zhang and Xie (2017) proposed role stress (i.e., role ambiguity, role conflict, overload) perception can be the mechanism to explain how authoritarian leadership influences subordinates' OCB. Though still focusing on the

effects of paternalistic leadership on the social aspects of employees work life, they demonstrated the role of stress appraisals in paternalistic leadership process. The present study extends the framework of Zhang and Xie (2017) and introduces challenge stress and hindrance stress as a cognitive mechanism of paternalistic leadership (i.e., the combination of authoritarian leadership and benevolent leadership) effects. This research suggests that other than determining employees' perceptions of their work relationships, paternalistic leadership can also affect how employees appraise their job and thereby their performance and job attitudes. It encourages future studies to explore the mechanisms of paternalistic leadership from cognitive perspectives.

Third, this study explicates that paternalistic leadership, at the construct level, can lead to both positive and negative proximal outcomes, which are the processes to influence employee outcomes. In recent years, scholars are calling for research to investigate the contingent and various influences of the paternalistic leadership (Farh, Liang, Chou, & Cheng, 2008), especially for the variable influences of authoritarian leadership (Schaubroeck et al., 2017). This study provides a new perspective by exploring the distinct influences of combination between AL and BL on challenge stress and hindrance stress. By investigating challenge stress and hindrance stress as dual mediators in the research model, this study identifies the processes that can induce desirable and undesirable outcomes of subordinates.

Fourth, the study contributes to the challenge-hindrance stress literature by showing that the effect of paternalistic leadership on challenge stress and the effect on hindrance stress are different. The findings demonstrate that the more congruence between AL and BL, the less hindrance stress employees will perceive, and the

asymmetrical incongruence effects on challenge stress. Previous studies on challenge and hindrance stress have mainly regarded these two components as opposite constructs and suggest opposite influences on these two variables (Lepine et al., 2005; Podsakoff, LePine, & LePine, 2007). The patterns of the effects in current study suggest that challenge stress and hindrance stress can be influenced differently by paternalistic leadership. It enriches the existing literature to better understand the nature of these two kinds of stress.

Further, it enriches our understanding of the transactional stress framework by explicating that paternalistic leadership as the combination of authoritarianism and benevolence can be a contingent job stressor appraised as challenge or hindrance. Different from prior studies using the transactional stress model to explain the effects of job stressors, this study demonstrates that a certain type of job stressor can be appraised as challenge and hindrance simultaneously, and further induce distal outcomes.

### **6.3 Practical Implications**

The findings of present study suggest that authoritarian leadership is positively related to challenge stress while hindrance stress is not significantly related to challenge stress. Therefore, for employees who need higher work motivation and engagement, leaders could exhibit more control and power toward them. Using certain amount of authority, leaders can help employees to enhance their challenge stress perception in work. Moreover, the results in current study suggest that a high level of congruence between authoritarian leadership and benevolent leadership induces more challenge stress than a low level of congruence between them. Thus, leaders exhibit authoritarian leadership behaviors is highly recommended to exhibit



benevolent leadership behaviors as well. The results also find the asymmetrical incongruence effect, such that there is a higher challenge stress when authoritarian leadership is higher than benevolent leadership than it is when leader's benevolence is higher than authoritarianism. Thus, regarding to improve challenge stress, if the leaders can't make it balance between their authoritarianism and benevolence paternalistic, they are recommended to keep authoritarianism higher than benevolence rather than vice versa.

Moreover, regarding the influences on hindrance stress, this study finds the congruence effect of authoritarianism and benevolence. That means, in order to avoid or decrease hindrance stress of employees, leaders are recommended to keep balance between their authoritarian leadership behaviors and benevolent leadership behaviors ("En Wei Bing Shi" in Chinese). Moreover, this study finds that hindrance stress will be higher when subordinates perceive higher authoritarianism than benevolence than they perceive higher benevolence than authoritarianism. Thus, leaders should show their good intention to employees in the interaction, which is more efficient in decreasing their hindrance stress.

#### **6.4 Limitations and Future Research**

There are several limitations of the present study. Firstly, all the variables in the present study were collected at the same time point, which cannot infer the causal relationship accurately. Future studies should measure the variables using a time-lagged design (i.e., paternalistic leadership should be measured at Time 1, and challenge stress and hindrance stress should be measured 2 months later, and then outcomes should be measured another 2 months later). Moreover, although leader rated employees' job performance in present study, the other variables including

turnover intention are all rated by employees themselves, which may be the threat to cause common method bias. Although the CFA results can alleviate this concern to some extent, future studies should try to collect data from different sources. For instance, future studies can ask leaders to rate their own leadership style, and also ask employees to rate their leaders' leadership to further strengthen the present findings. This study also conducted the Harman single factor variance test. The results showed that the first factor only explained 18.88% variance, which is lower than 20%. Thus, the common method bias is not a big problem for this study.

Secondly, all the data in this study were collected from employees from two manufacturing companies in China. Certain culture characteristics in China and also the company nature could limit the generality of the present study. For example, the high power distance in China culture may cause a positive relationship between authoritarian leadership and challenge stress. One can expect a non-significant even a negative relationship between authoritarian leadership and challenge stress in the low power distance culture or in the area emphasize autonomy. Thus, future studies are expected to solve this issue by comparing the findings in high and low power distance cultures.

Thirdly, the challenge stress and hindrance were measured using the adapted version from the challenge and hindrance stressors. The future studies are expected to adopt the other measurement to strengthen the findings of the current study. Moreover, the present study only focuses on two distinct types of work stress (i.e., challenge stress and hindrance stress). Future studies are expected to explore the effects on other kinds of work stress in workplace to explore other mechanisms that can explain the congruence/incongruence effects of authoritarianism and benevolence.

Finally, the current study mainly focused on the effects of the interplays of paternalistic leadership on employee outcomes. I didn't include features or characteristics of subordinates as control variables in the model. I recommend future studies to explore some boundary conditions to strengthen the potential contribution of this proposed research model. For example, subordinates with a high level of dialectical thinking may prefer the leader who exhibit authoritarianism and benevolence simultaneously. Such employees may have higher performance when they work with supervisor exhibit a high level of congruence between authoritarian behaviors and benevolent behaviors.

## **6.5 Conclusion**

As a very typical leadership in Eastern culture, paternalistic leadership has been believed to be beneficial for employees' attitude and performance outcomes. The two main components are benevolent leadership and authoritarian leadership, which are believed to exhibit opposite effects. Previous studies mainly regard these two dimensions as two separate variables and believe that authoritarian leadership induces undesired outcomes and benevolent leadership are desirable for employees.

Based on the previous studies on Paternalistic leadership, the present study contributes to the literature by examining the congruence and incongruence effects of authoritarian leadership and benevolent leadership on employee attitude and performance outcomes. The results of the present study suggest that it is critical to explore the congruence between authoritarian leadership and benevolent leadership in predicting subordinates' hindrance stress, and authoritarian leadership is more salient in predicting challenge leadership stress. Moreover, challenge stress is the important mechanism in explaining the interplay of paternalistic leadership and performance,

while hindrance stress is the mechanism to explain the relationship between the interplay of paternalistic and turnover intention. I hope this study can contribute to the paternalistic leadership literature by using a new perspective to explore its effects.

## APPENDIXS

### Appendix 1: Subordinate Questionnaire (Chinese Version)

# 组织行为调查问卷

尊敬的答卷人

员工问卷

感谢您抽空填答本问卷，本问卷主要用于工作压力与个人态度的相关情况调查，旨在为组织提供更好的方式来帮助员工进行压力管理。请您根据每一部分的提示语，仔细填答题项，答案没有对错之分，您真实的回答才是最有效的。本研究采用无记名方式进行，调查结果只用于学术研究，请根据您的真实情况放心回答。

对您的合作与支持表示衷心的感谢！

填答说明：

△ 问卷分为三部分：第一部分请根据平时的工作感受完成填答，第二部分需要您根据与直接领导的日常交流填答，第三部分是基本信息调查。

△ 请您在临下班时填写本问卷。

△ 假如您有任何疑问，请联络本研究项目中国地区负责人。

哈尔滨工业大学管理学院工商管理系：夏莹

邮编：150001 Tel: 1311363

E-mail: [woshixiaying0513@](mailto:woshixiaying0513@)

一. 以下各题描述了您在组织感受到的多种压力, 请根据个人的真实情况填答, 我们承诺绝对不会将答案泄露给其他任何人, 请放心填答

	非常不同意	不同意	中立	同意	非常同意
1. 我在工作中需要完成项目/任务量很大	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. 我投入到工作中的时间很多	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. 我经常需要在给定时间内所需要很大的工作量	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. 我在工作中感受到较大的时间压力	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. 我在工作岗位中需要负责的工作项目有很多	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. 我在工作岗位的责任范围很大	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. 企业政策对组织决策的影响程度很大	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. 我无法确定自身工作岗位职责	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. 我们组织中有较强的官僚作风	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. 我在工作中缺乏工作安全感	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. 我在组织中的职业发展机会受到限制	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

二. 以下是您对直接领导的看法, 请根据个人的真实情况填答, 我们承诺绝对不会将答案泄露给其他任何人, 请放心填答

	非常不同意	不同意	中立	同意	非常同意
1. 我的领导在下属面前表现得很有威严	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. 与领导一起工作时, 他带给我很大的压力	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. 我的领导采用严格的管理方法	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. 当任务没有达成时, 领导会斥责我们	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. 我的领导遵照原则办事, 触犯时, 我们会受到严厉的处罚	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. 领导平时会对我嘘寒问暖	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. 领导会根据我个人的需要来满足我的要求	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. 当我遇到难题时, 领导会给我鼓励	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. 当我工作表现不佳时, 领导会试图了解原因	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. 对于我工作中所缺乏的能力, 领导会给予适当的教育和辅导	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. 明年我可能会寻找一份新工作	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. 我经常想要放弃现在的工作	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. 如果有可能, 我会选择开始一份新工作	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

三. 个人基本信息:

1. 姓名首字母 (如张三: ZS) \_\_\_\_\_ 2. 性别 男 女 3. 年龄: \_\_\_\_\_ 岁 4. 在目前职位的工作经验: \_\_\_\_\_ 年

## Appendix 2: Supervisor Questionnaire (Chinese Version)

# 组织行为调查问卷

尊敬的答卷人：

主管问卷

感谢您抽空填答本问卷，本问卷主要用于了解您所在部门下属的相关情况，旨在为组织提供更好的方式来帮助员工进行压力管理。请您根据每一部分的提示语，仔细填答题项，答案没有对错之分，您真实的回答才是最有效的。本研究采用无记名方式进行，调查结果只用于学术研究，请根据您的真实情况放心回答。

对您的合作与支持表示衷心的感谢！

填答说明：

△ 问卷分为两部分：第一部分是基本信息调查，第二部分需要您根据员工的实际情况进行填答，所填答题数应符合部门的员工数。

△ 请您在临下班时填写本问卷。

△ 假如您有任何疑问，请联络本研究项目中国地区负责人。

哈尔滨工业大学管理学院工商管理系：夏莹

邮编：150001 Tel: 1311363

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# 领导问卷

## 一. 个人基本信息

1. 性别 男 女

2. 年龄: \_\_\_\_\_岁

3. 团队大小 (带领的员工数) \_\_\_\_\_

4. 团队代码 (可任设, 建议两个字母, 如 XB 雪豹):

## 二. 以下各题调查您的下属工作表现情况, 请根据实际情况选择。

所评价员工 1: \_\_\_\_\_

1. 您认为该员工的工作质量如何? 换句话说, 他的工作成果是否完美无误?

1. 质量非常低 2. 质量较低 3. 质量一般 4. 质量较高 5. 质量非常高

2. 您认为该员工的工作效率如何? 换句话说, 您对他工作速度和成果数量作何评价?

1. 效率非常低 2. 效率较低 3. 效率一般 4. 效率较高 5. 效率非常高

3. 您认为该员工的工作表现如何? 换句话说, 他能否按时按质完成工作?

1. 表现非常差 2. 表现较差 3. 表现一般 4. 表现较好 5. 表现非常好

所评价员工 2: \_\_\_\_\_

1. 您认为该员工的工作质量如何? 换句话说, 他的工作成果是否完美无误?

1. 质量非常低 2. 质量较低 3. 质量一般 4. 质量较高 5. 质量非常高

2. 您认为该员工的工作效率如何? 换句话说, 您对他工作速度和成果数量作何评价?

1. 效率非常低 2. 效率较低 3. 效率一般 4. 效率较高 5. 效率非常高



3.您认为该员工的工作表现如何？换句话说，他能否按时按质完成工作？

1.表现非常差 2.表现较差 3.表现一般 4.表现较好 5.表现非常好

所评价员工 3： \_\_\_\_\_

1.您认为该员工的工作质量如何？换句话说，他的工作成果是否完美无误？

1.质量非常低 2.质量较低 3.质量一般 4.质量较高 5.质量非常高

2.您认为该员工的工作效率如何？换句话说，您对他工作速度和成果数量作何评价？

1.效率非常低 2.效率较低 3.效率一般 4.效率较高 5.效率非常高

3.您认为该员工的工作表现如何？换句话说，他能否按时按质完成工作？

1.表现非常差 2.表现较差 3.表现一般 4.表现较好 5.表现非常好

### Appendix 3: Subordinate Questionnaire (English Version)

**(1) For each of the following, indicate the stress you perceived in the organization, Please indicate how strongly you agree or disagree with them.**

	Strongly disagree	Disagree	Neutra	Agree	Strongly agree
1. I have a number of projects and or assignments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I spend large amount of time at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I have a volume of work that must be accomplished in the allocated time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. I experience time pressures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. I have a large amount of responsibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. My position entails a large scope of responsibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. The politics rather than performance affects organizational decision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. I cannot clearly understand what is expected of me on the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. I need to go through a lot of red tape to get my job done	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. I lack of job security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. My career seems "stalled"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**(2) Following described your attitude to your direct supervisor. Please indicate how strongly you agree or disagree with them.**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. My supervisor always behaves in a commanding fashion in front of employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I feel pressured when working with him/her	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. My supervisor exercises strict discipline over subordinates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. My supervisor scolds us when we can't accomplish our tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. My supervisor asks me to obey his/her instructions completely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. My supervisor ordinarily shows a kind concern for my comfort	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. My supervisor meets my needs according to my personal requests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. My supervisor encourages me when I encounter arduous problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. My supervisor tries to understand what the cause is when I don't perform well	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. My supervisor handles what is difficult to do or manage in everyday life for me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. I will probably look for a new job in the next year

12. I always think about quitting your job at this organization

13. If it were possible, I would like to get a new job

**(3) Personal Information:**

Name: \_\_\_\_\_ Gender:  Male  Female Age: \_\_\_\_\_ Tenure: \_\_\_\_\_ years

## Appendix 4: Supervisor Questionnaire (English Version)

### (1) Personal Information:

Gender: Male Female

Age: \_\_\_\_\_years

Team size:\_\_\_\_\_

Team NO.:\_\_\_\_\_

### (2)Following describes the job performance of your subordinates. Please answer according to what you know.

#### 1<sup>st</sup> Subordinate: \_\_\_\_\_

a.What do you think of his quality of work? In other words, are his work outcomes perfect, free of error, and of high accuracy?

1= very low quality, 2 = low quality, 3 = neutral, 4= high quality, 5= excellent quality

b.What do you think of his work efficiency? In other words, what is your assessment of his work speed or quantity of work?

1= very low efficiency, 2 = low efficiency, 3= neutral, 4 = high efficiency, 5 = excellent efficiency

c.What do you think of his work performance? In other words, is he able to complete quality work on time?

1= very poor performance, 2 = poor performance, 3 = neutral, 4= good performance, 5= excellent performance

#### 2<sup>nd</sup> Subordinate: \_\_\_\_\_

a.What do you think of his quality of work? In other words, are his work outcomes perfect, free of error, and of high accuracy?

1= very low quality, 2 = low quality, 3 = neutral, 4= high quality, 5= excellent quality

b.What do you think of his work efficiency? In other words, what is your assessment of his work speed or quantity of work?

1= very low efficiency, 2 = low efficiency, 3= netural, 4 = high efficiency, 5 = excellent efficiency

c.What do you think of his work performance? In other words, is he able to complete quality work on time?

1= very poor performance, 2 = poor performance, 3 = netural, 4= good performance, 5= excellent performance

3<sup>rd</sup> **Subordinate:** \_\_\_\_\_

a.What do you think of his quality of work? In other words, are his work outcomes perfect, free of error, annd of high accuracy?

1= very low quality, 2 = low quality, 3 = netural, 4= high quality, 5= excellent quality

b.What do you think of his work efficiency? In other words, what is your assessment of his work speed or quantity of work?

1= very low efficiency, 2 = low efficiency, 3= netural, 4 = high efficiency, 5 = excellent efficiency

c.What do you think of his work performance? In other words, is he able to complete quality work on time?

1= very poor performance, 2 = poor performance, 3 = netural, 4= good performance, 5= excellent performance

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