

Impact of Paternalistic Leadership on Project Success through Employee Creativity: Moderating Role of Supervisor Expectations for Creativity

Asif Mehmood Rehmani¹, Shabbar Hussain²

Article History:

Received:

28 Jun, 2018

Revised :

29 Sep, 2018

Accepted:

30 Sep, 2018

ABSTRACT

Purpose: The present study was aimed to test the impact of paternalistic leadership on project success of organization through the mediating mechanism of employee creativity. Furthermore supervisor expectation for creativity was proposed possible moderator on the relationship of employee creativity and project success in the IT industry of Pakistan.

Methodology/Design: In order to test the aforementioned relationship correlation analysis was performed thorough SPSS. Whereas AMOS was used to establish the convergent and discriminant validity through CFA, as well as regression analysis

Findings: Result provides paternalistic leadership positively predicts the creativity of employees. Creativity of employees was also found a significant mediator between paternalistic leadership and project success. While the moderating effect of supervisor expectations for creativity was also found.

Implication: The study comes with the conclusive finding that chances of project success can be improved in IT industry through paternalistic leadership style and its outcomes in term of employee's creative behavior.

Key Words: *Paternalistic leadership, Creativity, Supervisor expectation of creativity, Project success, IT, IT in Pakistan*

1. Introduction

Projects are considered as temporary organization, which ends after specific time and beneficiary is parent organization along with stakeholders (Söderlund, 2011). The attracting outcomes of projects make different industries and sectors to shift their focus towards projects and its effective management (Winter & Szczepanek, 2008). Different studies have defined project and its success in numerous ways. Some researchers define project success as completing the project in-time, budget and with quality (Müller & Turner, 2007). While in others point of view it is a complex concept with composition of so many attributes (Jugdev & Muller, 2005).

¹MS Scholar, Capital University Science & Technology, Islamabad

²Assistant Professor, Air University School of Management, Air University Islamabad;
shabbar.hussain@gmail.com

Even though defining of project success and its review in project management literature, previous studies found that most of the projects do not achieve their objective and few of them fail in total (Papke-Shields, Beise & Quan, 2010). Due to these factors, the researchers are trying to explore reasons of project success and failure and they have identified some, like emotional intelligence of project manager, team building and team cohesiveness (Rezvani, Chang, & Wiewiora, 2015) and leadership styles like transformational leadership, authentic leadership etc. (Aga, Noorderhaven, & Vallejo, 2016) while the role of paternalistic leadership is completely overlooked in relation to project success. Aycan et al. (2013) have also stated that paternalistic leadership is completely overlooked because of its low prevalence in the Western context, but such leaders are extensively found in non-western contexts like Africa, China Middle East and Asia.

In the study of leadership, a consideration of cultural differences is critical. Research has found that variables influencing leadership effectiveness differ by culture (Aycan et al., 2013). Paternalism is an important part of Chinese culture (Mustafa & Lines, 2012), where people of high status in social structures (e.g., organizations) are obligated to govern, nurse and set an example for those in lower levels of the hierarchy (DuBois, Hanlon, Koch, Nyatuga, & Kerr, 2015). In exchange for this, homage and deference are paid to these leaders (Mustafa & Lines, 2012), and those in lower levels of the hierarchy offer loyalty and obligation in return (Maslyn & Uhl-Bien, 2005).

Paternalistic leadership is one of the important leadership styles (Lee, Jang, & Lee, 2018). Previous Research defined that paternalistic leaders are much disciplined, authoritative, have fatherly benevolence and also their moral standards are high. Three dimensions have been identified so far: authoritarianism, benevolence and morality (Farh & Cheng, 2000). Authoritarianism refers to control and authority, whereby employees are subjected to strict subordination to their leaders without reservation. Benevolence involves holistic and individualized concern for an employee's personal and familial satisfaction at workplace and in their daily life. Morality suggests that leaders behave unselfishly, fulfill obligations, demonstrate superior integrity and moral character, and act as an example for subordinates (Zhang, Huai, & Xie, 2015). In return for three aspects of paternalistic leadership, followers are looking forwards for exhibit obedience, gratitude, identification, and extra role behaviors like innovative behaviors, voice behaviors and creativity (Tian & Sanchez, 2017).

Leaders are playing a role of hero having some desirable characteristics, employees want to adopt in their life too. It's the main reason that leaders are dictating the perceptions, attitudes and behaviors of their followers in term of creative behaviors at work, so the role of leaders is either encouraging or discouraging in decide creativity level of employees (Ellen Mathisen, Einarsen, & Mykletun, 2012, Zhang, Cao & Wang, 2018). Prior organizational researches articulate that the leaders are one of the most important contextual factors in ensuring the success of organization (Mahsud, Yukl, & Prussia, 2010). Dedahanov et al. (2016) also found that two of

the component benevolence and morality was found significant indicators of fostering employee creativity at work.

Creativity of employees can bring innovation and new ideas which are rare, valuable and inimitable. So, such factors provide sustainable competitive advantages to organization, and sustainability of competitive advantage decides the business leaders of market in this age of globalization (Simmons & Sower, 2012). Creative ideas of employees are important but its practical implication becomes easy which employees feel the obligation of successful implementation of their own work (Dedahanov et al., 2016). Such creative behaviours of employees effect employees both in term of performance and satisfaction, and the role of organization to provide flexible environment in order to promote such ideas and behaviours for forecasting and responding changes in the marketplace. Employee creativity is highly needed in project based organization, where new ideas generation, its realization and successful implementations are necessary for successful completion of IT projects (Nasiopoulos, Sakas, Vlachos, & Mavrogianni, 2015).

Paternalistic leadership was not extensively studied by management science researchers in past but Pellegrini and Scandara's (2008) call for studies on paternalistic leadership ignites the researcher zest to conduct more studies in this domain. The research on Paternalistic leadership is still in infancy stage but researchers are trying to explore its links with different organizational concepts like OCB (organizational citizenship behaviour), in role performance, affective trust and creativity etc. but there is not a single study found on the relationship of Paternalistic leadership and project success.

Furthermore the interaction of employee perception about supervisor expectation about creativity and supervisory rated employee creativity is also not found in relation with project success and its proposed in the present study that employee creativity and supervisor expectations about creativity will increase the chances of project success on time and within the allocated budget by satisfying the end users of project.

On the basis of the stated problems, the present study is indented to find answers for following questions;**Q # 1:** Is there any relation between paternalistic leadership and employee creativity?**Q # 2:** Is there any relation between paternalistic leadership and project success?**Q # 3:** Is there any relation between employee creativity and project success?**Q # 4:** Does there employee creativity mediates the relationship between paternalistic leadership and project success?**Q # 5:** Does supervisor expectation for creativity moderate the relation between employee creativity and project success?

The present study is proposing several theoretical and practical contributions. Employee creativity is playing a vital role in success of IT industry. IT industry needs continuous improvement and high level of innovation for completion of its different project. Though different types of leadership can foster employee creativity but the paternalistic leadership is not considered due to its less prevalence in western culture. But paternalistic leadership is found effective in

collectivist culture with all of its components. As Pellegrini and Scandara (2008) also call for studies on paternalistic leadership and its components with different organizational variables. Chen et al., (2014) have studied paternalistic leadership with formal task performance and deliberate involvement in informal tasks. Wang, Tang, Naumann, and Wang (2017) also suggest to study paternalistic leadership with supervisory rated creativity of employees and also to study the paternalistic leadership in collectivist cultures with different organization outcomes. The present study is response to their call by trying to explore the relationship between components of paternalistic leadership with project success through employee creativity.

Paternalistic leadership is studied with various organizational outcomes like effective trust, self-report employee creativity but it is not tested with the project success (DuBois et al., 2015). The present study attempts to examine the relationship between paternalistic leadership and project success through employee creativity. The followers of paternalistic leaders believes that their leader is playing a role like a father by exercising power and authority for protection of their followers along with high moral values and cares for subordinates (Zhang, Huai, & Xie, 2015). So such belief increases their psychological safety and they are more likely to involve in innovative behaviors (Unger, Rank, & Gemünden, 2014) which are helpful for project success. Employee creativity is much needed in IT industry for exploring new ideas and its successful implementation (Simmons & Sower, 2012). Furthermore the perceptions of employees about supervisor expectations for creativity will also increase the chances of successful implementation of projects with innovation (Soares et al., 2013).

2. Literature Review

2.1 Paternalistic Leadership and Project Success

In past two decades literatures have ventured in the studies of paternalistic leadership. Recently paternalistic leadership is defined somehow different from the early conceptualization of paternalism conceptualize by Weber in 1968 that in paternalism the leader have legitimate power to exercise, paternalism was also studied as a construct of management. The willingness to obey the order of leader and surrendering personal choices to leader authority are the core elements of paternalistic leadership (1). Weber conceptualization of paternalism was based on household system which defined the hierarchy relationship by default.

While Padavic and Earnest (1994) stated that paternalistic leadership are also found nowadays in organization due to unequal distribution of power and it's also considered the cognitive requirement of employees and the outcome of paternalistic leadership are fruitful in long run. Gelfand, Erez, and Aycan (2007) present in their study that the managers having paternalistic leadership style care their employees not only on the job also in their daily life for wellbeing of whole society. In those organizations where paternalistic leadership exists, peoples' minds are set to exercise authority for the care and protection of lower level, trust, loyalty and commitment are expected in response (Aycan, Kanungo, & Sinha, 1999). Paternalistic leader plays their role like

parents to guide and protect their subordinates in all courses of action including personal and professional lives (Gelfand et al., 2007). Just like a father, paternalistic leadership is believed to use power and authority for the benefit of employees by guiding their attitude and behavior which facilitate employees on the job and off the job as well. In such environment employees are comfortable and their tension is relived and employees are more able to perform with their full competence (Kerfoot & Knights, 1993).

Westwood (1997) articulated while conducting his study in China that paternalistic leadership are more suitable in collectivistic society because it satisfies the twin requirements of harmony and compliance of effective leadership. Farh and Cheng (2000) proposed a triadic model of paternalistic leadership by identifying its three major aspects benevolence, morality and authoritarianism. These three components of leadership existed before Farah and Cheng (2000) conceptualization of paternalistic leadership triad. Sinha, Lopez, and McDevitt, (1990) argued that the benevolence and authority characteristic and paternalistic leadership comes from the traditional role of father who was protecting, caring, nurturing and supporting those who were dependent on him but no compromise on discipline. Jackman (1994) combined benevolence and authoritarian and named it “velvet glove” and later called it paternalism. In the tradition role of parent it was expected that the parent understand the need and wants of their children and also dictates their behavior on the standard of ethics and morality.

Though in the Western culture, paternalistic leadership is seen like dictator type leadership but in non-western context like Pakistan, China, India and Turkey, it is one of the dominant style of leadership (Chen et al., 2014). In these eastern cultures paternalism of leader shapes the attitudes and behavior of employees in multiple ways, by extending their support to their daily life, and making decisions for protection and care of employees. Paternalistic leadership is found a significant predictor of different positive outcomes in non-western cultures like commitment to organizational values, trust in leader, job satisfaction, organizational citizenship behavior, and organization based self-esteem, decreasing turnover, task performance and creativity (Liao, Widowati, Hu, & Tasman, 2017). All these positive outcomes on part of employees due to paternalistic style leadership can enhance chances of project success.

2.2. Mediating role of Creativity between Paternalistic leadership and Project success:

Despite a long history of philosophical portrayal of creativity, creativity research as a scientific domain was not launched until the middle of the 20th century (Sawyer, 2012). The Post World War II world witnessed the debut of creativity science (Guilford, 1950). Limited by the cultural norms descending from humanism, the research first started in the domain of psychology and took its first approach in the field of arts (Sawyer, 2012). Also influenced by Western philosophy, the research was often found in a pendulum sway between rationalism and romanticism that caused an unusual variation among creativity conceptions (Sawyer, 2012).

In the 1990s, the emergence of cognitive neuroscience among other significant developments across the field of human knowledge brought creativity research into an interdisciplinary and application-orientated focus (Sawyer, 2012). With personality and behavior psychology collaborating with biology, neuroscience, and computer science (e.g., artificial intelligence studies, etc.), creativity research is in its prime (Anderson, Potočnik, & Zhou, 2014).

The first challenge the modern creativity research encountered was, and continues to be, the difficulty of defining the concept (Morris & Leung, 2010). The complexity of the nature of creativity led to an interdisciplinary and multifaceted effort of research and analysis which resulted in various conceptualizations of creativity. The following section will dissect the concept of creativity from the major approaches of research in the literature.

Creativity research was first evaluated through the lens of psychology (Sawyer, 2012). Various forms of research have been done to better understand the personal traits of creative individuals. Some research included historiometric analyses in which life-long creators and individuals who had done significant creative work were assessed and analyzed in quantitative methodology (Simonton, 1984). Other researchers conducted longitudinal bibliographic studies in which exceptional individuals' were followed over years as to the development of their creativity (Chen, Eberly, Chiang, Farh, & Cheng, 2014). Finally, there came into the literature some case studies with implementation of experimental measurements of creativity (Gruber & Davis, 1988). Those types of research attempted to validate the independence of creativity from intelligence, as typically measured by IQ tests and to provide evidence of the existence of divergent thinking in creativity, ultimately resulting in the creation of several prominent models of creativity (Csikszentmihalyi & Sawyer, 2014). However, this kind of research paradigm limits its focus on individuals who are thought to have an extraordinary creative potential or capability (Yoshida, Sendjaya, Hirst, & Cooper, 2014). Research in this paradigm often found its application to a limited population (e.g., in gifted education where a small proportion of children who are assessed to be talented) (Esquivel & Nahari, 2000); other external factors that could influence individual creativity development are often omitted in the personality psychology paradigm (Yoshida et al., 2014).

Creativity is considered as an individual property from the psychological perspective; while in reality, creativity occurred under certain socio-cultural circumstances. The socio-cultural environment fostering or inhibiting creative performances are thus under discussion. An indispensable part of the process models of creativity is the application of creative ideas in the real world, whether it is Press in the 4-P model, implementation planning and solution monitoring, or elaboration in contrast with ideation (Gino & Ariely, 2012). Thus, the sociocultural approach to creativity studies emerged in the literature as researchers argued creativity was not just a mental process (Yoshida et al., 2014).

Furthermore, creative employees are found to be very efficient in solving different problems. They have creative skills for solving different problems in new ways and divergent

ways of thinking is very effective technique in solving different problems (Kaufman, Plucker, & Baer, 2008). Divergent thinking employees include fluency, originality, flexibility and elaboration (Fu, Li & Si, 2013). Previous researchers have found a significant relationship of creativity with task performance which ultimately contributes to organizational performance. On the base of previous studies it can be postulated that creativity of employees will open the new ways for solving problems in different information technology projects and then will also helps in successful execution of these ideas in projects (Im & Workman, 2004). So, creativity of employees is very handy in success of projects;

2.3 Supervisor expectations for creativity as moderator

The employee creativity has been considered as one of the essential ingredients for organizational success in order to prosper in this constantly changing environment, forecasting the upcoming challenges, and developing new ways to deal with workplace situations. Confirming the importance of creativity at work, (Barsh, 2008) concluded that large number of managers have accepted that the creativity plays a vital role in success of all types of organizations. Creativity has been defined in numerous ways, somewhere it is mixed with innovation, but creativity can be defined as that goods and services, new ways of presenting businesses and doing work, and management techniques that are unique and valuable for organizations (Brown, 2012).

Different creativity models have presented different antecedents for employee creativity, social environment of the organization is also considered one of the important elements in promoting employee creativity (Madjar, Oldham, & Pratt, 2002). Previous researchers have identified that role of supervisor is one of the most important factor in promoting creativity of employees (Qu, Janssen, & Shi, 2015). Creativity of employees is complex mechanism and supervisor is the source that can help employees at multi-level to deal with complexities, uncertainties and non-linearity. Amabile (1988) also stated that supervisor expectations from employees regarding creativity work like a spark in igniting the creativity of employees. The phenomena through which expectations leads to enhancement in performance, is called as Pygmalion effect (Eden, 1984).

Merton (1948), initial work on self-fulfilling prophecy unfolds the interactional demonstration of this phenomenon, called as Pygmalion effect. In Pygmalion effect, the expectation of someone else about performance of individual increases its actual performance. However, all managers accept its importance, but limited studies have been conducted to unfurl its true outcomes (Qu, Janssen, & Shi, 2015). McNatt (2000) also stressed on conducting more studies on this handful management techniques. Traditionally, it was also considered as important as now, Sutton and Woodman (1989) have suggested that Pygmalion effect will be more effective in highly uncertain environment, where creativity is not easy to be revealed (Amabile, 1988). Hence, it can be concluded that Pygmalion effect is based interpersonal expectations and mutual obligations, which results in enhancing performance or creativity. So, the Pygmalion effect can

provide a conceptual framework along with paternalistic leadership to promote employees' creativity. It is believed that leadership is the one of the major source behind employees' creativity at work, different researchers have explored that links to guide the way of practitioners in enhancing creative practices at workplace (Gu et al., 2015).

Perception about high expectations for creativity along with strong moral values of supervisor, benevolent and directing behavior of supervisor increases the employee motivation, because they asses that supervisor is providing enough resources to promote their personal resources about creativity, which ultimately results in high creativity of employees at work (Tierney & Farmer, 2011). Previous studies have provided sufficient support to prove that supervisor expectation for creativity increase employees' creativity at work along with paternalistic leadership, which is also proven to increase creative behavior at work (Wang, Tang, Naumann& Wang, 2017). It is interesting to test the joint effect of paternalistic leadership and supervisor expectations for employee creativity on fostering employees' creativity.

2.5 Hypotheses Development

H1: There is positive relationship between paternalistic leadership and creativity of employees.

H2: There is positive relationship between paternalistic leadership and project success.

H3: There is positive relationship between creativity of employees and project success.

H4: Creativity of employees plays a mediating role between paternalistic leadership and project success.

H5: Supervisor expectation for employee creativity moderates the relationship between creativity of employees and project success.

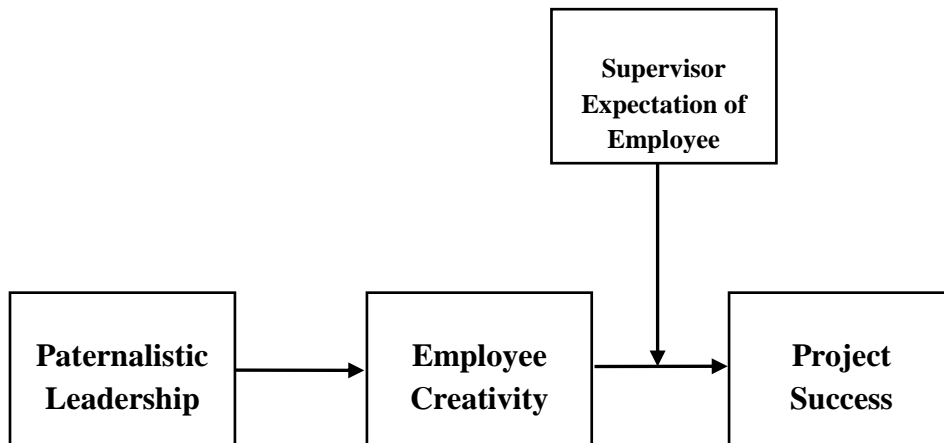


Figure 1: Theoretical Framework

3. Research Methodology

3.1 Population and Sample

The present study is quantitative in nature. A survey questionnaire, based on well-established scales is developed to collect the data. The context of this study was Pakistan. Populations from where the data was collected were different and well renowned private software houses from major cities of Pakistan like Islamabad/Rawalpindi, Lahore and Karachi. Data is collected by using convenient sampling technique during the period of April 2017 to June 2017. During data collection, management of different software houses was contacted through personal contacts, physical visits, phone calls and emails by researcher. Only 217 valid responses were received and included in the study.

3.2 Measures

Paternalistic leadership is measured by using 13 item adopted scale developed by (Pellegrini & Scandura, 2006). Thirteen items scale developed by Zhou and George (2001) was used for the supervisors to assess the level of creativity at work among their employees. A three-item scale was used to assess employee's perception regarding how much creativity is being expected from his work, developed by Tierney and Farmer (2004). A 14-item scale was used to assess project success, adopted from Aga, Noorderhaven, and Vallejo (2016).

Table 1: Instrumentation Sources, Items & Reliabilities

Variable	Source	No. of Items	Reliability
Paternalistic Leadership	Pellegrini&Scandura (2006)	13	.97
Employee Creativity	Zhou & George (2001)	13	.95
Supervisor Expectation of Employee Creativity	Tierney& Farmer (2004)	3	.87
Project Success	Aga, Noorderhaven, &Vallejo (2016)	14	.94

3.3 Procedure

A series of data analyses tools were used to analyze the data collected to address research questions and objectives. Data was analyzed through SPSS to find and treat missing values. The ANOVA and reliability test were performed through SPSS. Then validity and reliability were tested by conducting CFA through AMOS. To test the model fitness, competing model and path analysis through structure equation modeling (SEM) were performed by AMOS. Correlation between demographics and all other variables were calculated through SPSS.

4 Results

4.1 Sample Characteristics

Among 217 valid responses, 86.2% were male supervisors and 13.8% were female supervisors, the 78% supervisors age was between 18 and 41 years, 49.3% supervisor were educated to bachelor level, 50.7% supervisors had 18 years education, 6.5% supervisors have average experience of 1 to 5 years, while 59.9% have experience 6 to 10 years. From 217 respondents, 79.3% employees were male and 20.7% were female, the 93% employees age was between 18 and 33 years, 34.1% employees were educated to bachelor level, 60.8% supervisors had 16 years education, 67.7% employees have average experience of 1 to 5 years and 30% have experience 6 to 10 years.

Table 2. Demographic Variables Profile

Demographic	Category	Frequency	Mean (S.D)	Skewness	Kurtosis
Gender	Male	172	1.21	0.12	-1.99
	Female	45	.41		
Age (In years)	26-30	56	1.81	0.33	-0.66
	31-35	147	.54		
	36-40	14			
Education	Bachelor	74	3.71	-0.09	-0.93
	Masters	132	.56		
	MS/MPhil	11			
Job Experience	1-5	147	1.35		
	5-10	65	.52		
	10-15	5			

4.2 Descriptive Statistics

This table gives the descriptive statistics of the variables under study. All four variables of this study were measured in values from 1 to 5. The independent variable i.e. paternalistic leadership has a mean of 3.34 and a standard deviation of 0.76. The dependent variable (Project success) shows a mean and standard deviation values of 3.24 and .72 respectively. The mediator of this study, employee creativity turned up a mean of 3.44 and a standard deviation of .74 whereas the moderator of the study, supervisor expectation of creativity has these values as 3.41 and .90 respectively.

Table 3: Descriptive Statistics

Variable	Sample Size	Minimum	Maximum	Mean	Std. Deviation
Paternalistic Leadership	217	1.54	4.69	3.34	.76
Employee Creativity	217	1.38	4.85	3.44	.74
Project Success	217	1.36	4.79	3.24	.72
Supervisor Expectation of Employee Creativity	217	1.00	5.00	3.41	.90

Table 4: Competing different models with hypothesized 4 factor measurement model

Model	χ^2	Df	χ^2 / Df	$\Delta \chi^{2a}$	ΔDf	CFI	IFI	TLI	RMSEA
Hypothesized Measurement Model (4 Factor Model)	955.21	772	1.127			0.97	0.97	0.97	0.03
Alternate Model 1: Combined "Paternalistic leadership and Supervisor Expectations of Employee Creativity" (3 Factor Model)	1206.28	775	1.556	251.07	3	0.94	0.94	0.94	0.05
Alternate Model 2: Combined "Project success and Paternalistic leadership" (3 Factor Model)	2728.838	775	3.52	1773.62	3	0.76	0.76	0.74	0.10
Alternate Model 3: Combined "Project success and creativity " and then the combination of "Paternalistic leadership and supervisor expectation of creativity" (2 Factor Model)	2955.60	777	3.80	2000.39	5	0.73	0.73	0.71	0.11
Alternate Model 4: "All items Combined " (1 Factor Model)	4886.56	778	6.28	3931.35	7	0.49	0.49	0.46	0.15

Note: n=217; Values are differences of each of the alternative measurement models with the hypothesized model.

***p<.001

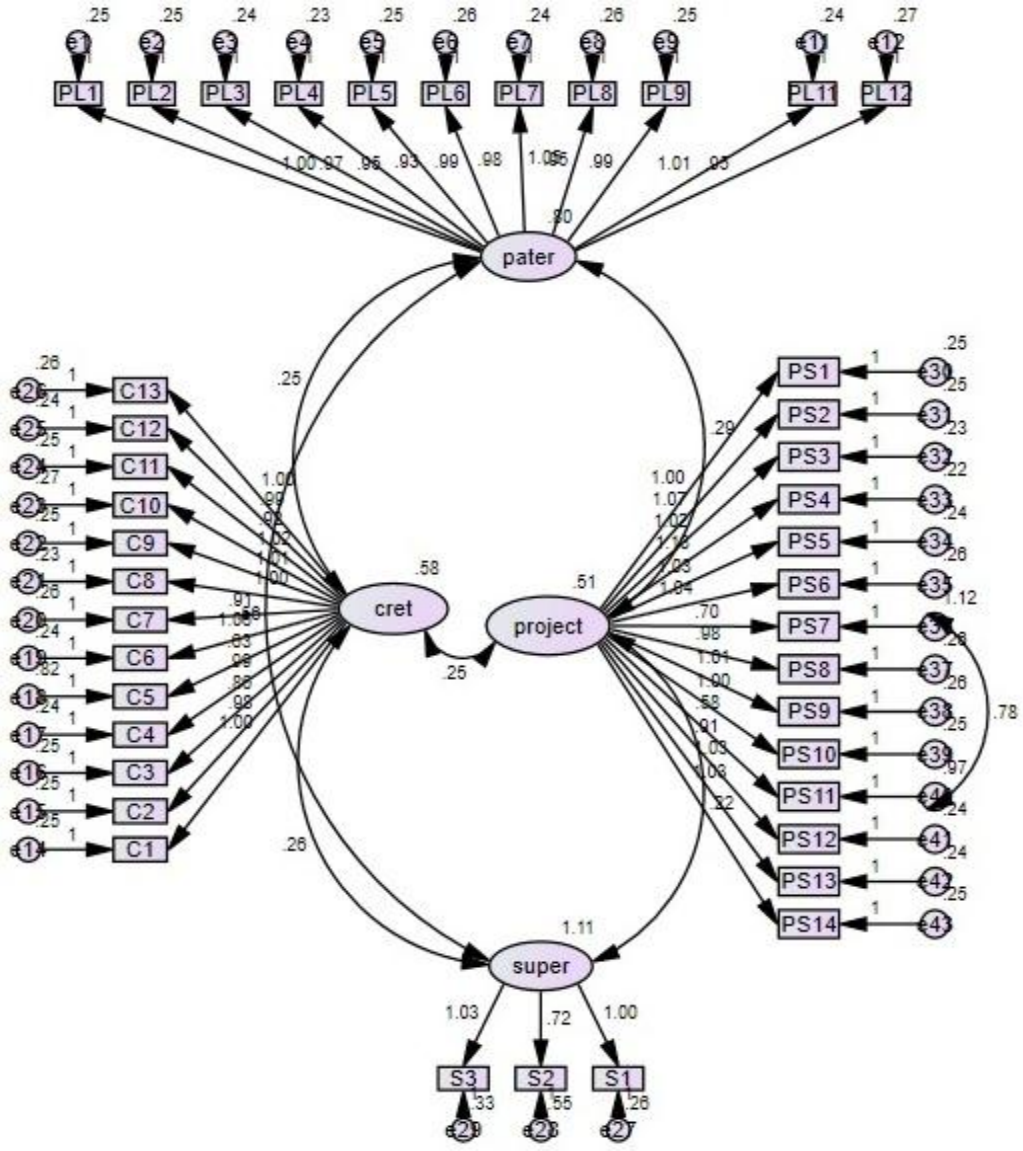


Figure 2: Measurement Model

4.3 Confirmatory Factor Analysis and Competing Models

Confirmatory Factor Analyses (CFA) of all four constructs including Paternalistic leadership, Employee Creativity, Project success and Supervisor Expectation of Employee Creativity was performed to check the fitness of Hypothesized 4 factor model before testing directing and mediating relation. According to Table 4.2 representation, 4-factor model was fit with ($\chi^2 = 955.21$, $df = 722$, $\chi^2 / Df = 1.12$ $p < .000$; CFI = .97, IFI = .97, TLI = .97, RMSEA= .03). Alternately, 3-factor model by combining Paternalistic leadership and Supervisor expectation of employee creativity was less fit ($\chi^2 = 1206.28$, $df = 725$, $\chi^2 / Df = 1.55$ $p < .000$; CFI = .95, IFI = .95, TLI = .95, RMSEA= .05) with respect to 4 factor model. Change in chi-square was 251.07. Change in degree of freedom was recorded 3. Change in CFI, IFI, TLI and RMSEA were 0.03, 0.03, 0.03 and 0.02. Table 4.2 show another 3-factor alternate model, combining Paternalistic leadership and project success comparison with four factor model also found less fit with values ($\chi^2 = 2728.83$, $df = 725$, $\chi^2 / Df = 3.52$ $p < .000$; CFI = .75, IFI = .75, TLI = .75, RMSEA= .10) and the change in chi-square and degree of freedom were 773.62 and 3 respectively. Model three represents the comparison of 4 factor model with 2-factor model by combining project success with creativity and supervisor expectation of employee creativity with paternalistic leadership shows the less fit of 2-factor model with values ($\chi^2 = 4886.56$, $df = 778$, $\chi^2 / Df = 3.80$ $p < .000$; CFI = .73, IFI = .73, TLI = .71, RMSEA= .11). The change in chi-square value and degree of freedom were 2000.39 and 5. By combining all items with one variable and created 1 factor model and then comparing the values show less fit of 1 factor model. Fourth model created by combining all four variables and comparison with four-factor model show the worse fit ($\chi^2 = 2955.60$, $df = 777$, $\chi^2 / Df = 3.80$ $p < .000$; CFI = .73, IFI = .73, TLI = .71, RMSEA= .11). To improve the reliability of results, there were two items of paternalistic leadership dropped because they were loading below .04.

4.4 Correlation analysis

Paternalistic leadership (PL) was found significantly correlated with Employee Creativity (EC) ($r=.421^{**}$, $p=.000$). Paternalistic leadership (PL) was also found significantly correlated with Supervisor Expectation of Employee Creativity (SEC) and Project Success (PS) ($r=.522^{**}$, $p=.000$), ($r=.541^{**}$, $p=.000$). Results shows significant correlation exist between Employee Creativity and Supervisor Expectation of Employee Creativity (SEC) ($r=.274^{**}$, $p=.000$) and also between Project Success (PS) and Employee Creativity (EC) ($r=.469^{**}$, $p=.000$) respectively. The correlation of Project Success (PS) was found significant with Supervisor Expectation of Employee Creativity ($r=.316^{**}$, $p=.000$).

Table 5: Correlation Analysis

#	Variable	1	2	3	4
1	Paternalistic Leadership	1			
2	Employee Creativity	.421**	1		
3	Supervisor expectation of creativity	.541**	.469**	1	
4	Project success	.522**	.274**	.316**	1

**p<.01

Table 6: Standardized Direct Path Coefficients of the Hypothesized Model

Direct Paths	Estimate	SE	CR	p
Paternalistic leader → Project success	.417	.05	6.97	.000
Paternalistic leadership → Creativity	.421	.06	6.82	.000
Creativity → Project success	.541	.05	9.45	.000
SECE → Project success	.316	.04	4.89	.000
CR * SEC → Project success	.204	.03	3.51	.029

Table 7: Standardized Indirect Path Coefficients of the Hypothesized Model

Indirect Paths	BC 95% CI			P
	Indirect Effect	Lower Limit	Upper Limit	
PL → Creativity → Project Success	.123	.065	.200	.000

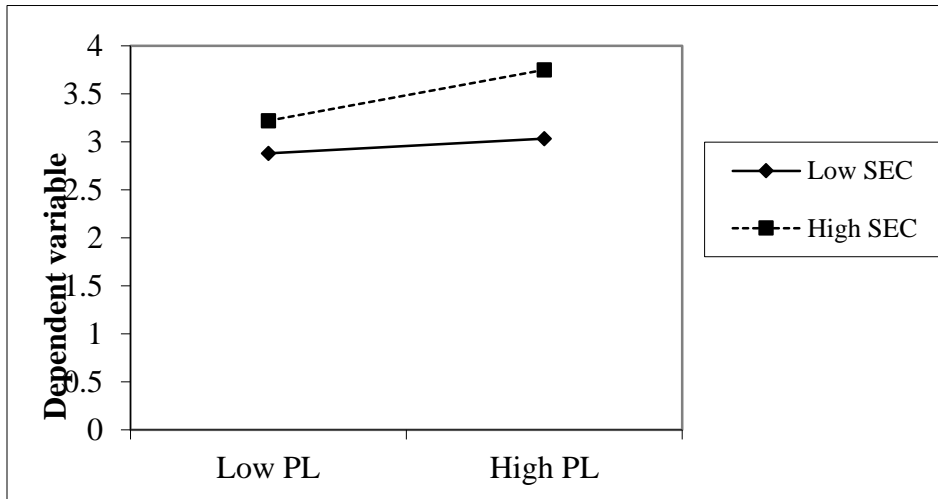
Note: n=217; Bootstrap Sample Size=2000, BC 95% CI= Bootstrap Confidence Intervals

*p<.05, **p<.01, ***p<.00

4.5 Structural Model Results

Results for structural model are depicted in Table 6. Hypothesized 4 factor model is already establishes the best fit ($\chi^2 = 955.21$, $df = 722$, $\chi^2/df = 1.12$ $p < .000$; CFI = .97, IFI = .97, TLI = .97, RMSEA= .03). For hypothesis 1, paternalistic leadership has a positive and significant impact on employee ($\beta = .421$, $p < .000$) in support of hypothesis. The results for paternalistic leadership and project success showed a significant and positive impact of paternalistic leadership on project success ($\beta = .417$, $p < .000$) supporting hypothesis 2. For hypothesis 3, results depicted a positive impact if creativity of employees on project success ($\beta = .541$, $p < .000$), in favor of hypothesis. For hypothesis 4, indirect effect direct effect and upper and

lower limit is in support of a proposition that creativity of employees plays a mediating role between paternalistic leadership and project success. To test the moderating role of supervisor expectations interaction term is created. The results are in support of a proposition that supervisor expectation for employee creativity moderates the relationship between creativity of employees and project success.



Dependent Variable: Project Success

PL: Creativity of Employees & SEC: Supervisor Expectation of Creativity

4.6 Mod Graph

Mod graph was also calculated check the direction of moderator i.e supervisor expectation for creativity on the relationship of employee creativity and project success. It was proposed that the positive relationship between employee's creativity and project success would enhance when supervisor expectations for creativity is high. Mod graph also reflects that when the supervisor expectations for creativity is low the relationship between employee creativity and project success is positive. But the slope is not steeper, while in case of high expectations of supervisor about employee creativity the relationship between employee creativity and project success is also high, the slope of the line is steeper than low moderator value.

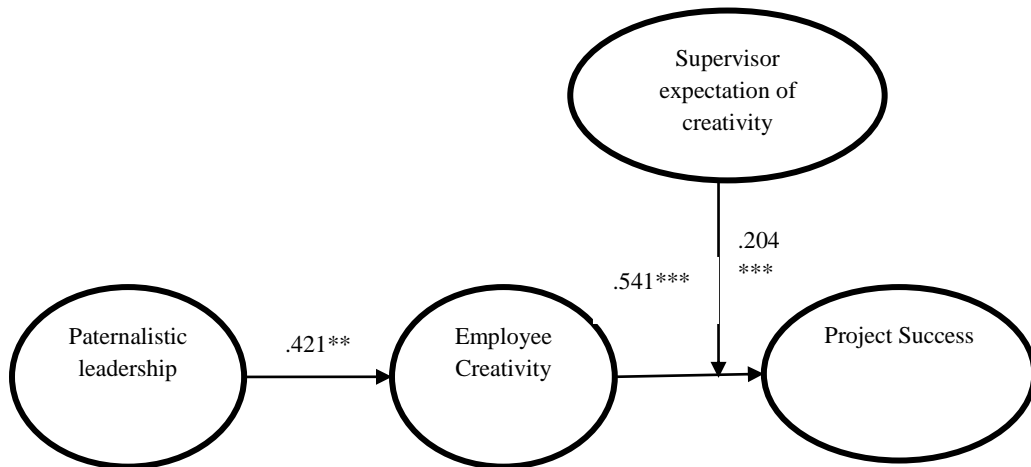


Figure 3: Structural Model

Table 8: Hypothesis Results Summary

H1: There is a positive relationship between paternalistic leadership and creativity of employees. (Accepted)
H2: There is positive relationship between paternalistic leadership and project success. (Accepted)
H3: There is positive relationship between creativity of employees and project success. (Accepted)
H4: Creativity of employees plays a mediating role between paternalistic leadership and project success. (Accepted)
H5: Supervisor expectation for employee creativity moderates the relationship between creativity of employees and project success. (Accepted)

5 Discussion

This study was conducted to identify the impact of paternalistic leadership on project success of organization through the through employee creativity in the IT industry of Pakistan. the results are in support of a significant and positive impact of paternalistic leadership on project success of organization through the through employee creativity. Results of the study are consistent with previous literature like DuBois et al. (2015); Gelfand, Erez, and Aycan (2007) and Chen et al. (2014). Furthermore, results are also in favor of moderating role of supervisor expectations for creativity between employee creativity and project success of organization. From the results, it can be concluded that paternalistic leadership positively predicts the project success in organization. Leadership role in organization cannot be underestimated because they play a major role in shaping the behavior of employees and overall organizational climate (Zhang, Huai, & Xie, 2015). Among the leadership styles, paternalistic leadership style has its own importance. The leaders having paternalistic leadership style treat their subordinates like his children. Various factors contribute to project success for project-based organizations and employs are a valuable resource which can ensure success of projects. Paternalistic leaders can

play a very important role in organization to support, takes care and shows authority to their subordinates for getting maximum output from them. Due to supervisor's high moral values, this support remains in favor of project and organization. When both supervisor and subordinates support each other, they perform very well, and their good performance automatically leads the project towards success.

The results regarding the mediation of creativity between Paternalistic leadership and project success of organization are in support of the propositions. The results are consistent with previous literature like Fu, Li, and Si (2013); Yoshida et al., (2014) and Csikszentmihalyi and Sawyer (2014). Due to high moral values of paternalistic leaders, employees also learn from their bosses and their ethical and moral standards improve. As, it has also established in the previous literature that ethical leadership promotes creativity of employees due to which employee display creative work behaviors (Duan, Liu, & Che, 2018). Paternalistic leaders also found to enhance the creativity of employees through morality and the reciprocal obligation of employees helps in promoting and reciprocating the morality of leaders in form creative and extra role behavior at work. Creativity brings innovation and new methods of performing task, which is effective and efficient in IT, project based organization. So the creativity of employees plays a role of positive and significant bridge between paternalistic leadership and project success.

The results also established that supervisor expectation enhanced employee creativity while interacting with paternalistic leadership. The results are in favor of previous literature like Qu, Janssen, and Shi (2015) and Gu et al. (2015). Self-fulfilling prophecy or Pygmalion effect is found one of the less costly and effective tool in hands of leaders. Employees in the organization behave in the fashion, which is acceptable and encouraged by others, and a supervisor expectation is more effective in shaping the behavior of employees. If Supervisor expectations for creativity of employees is communicated then it will ensure the creative performance of employees, because the employee will feel motivated and will be encouraged to engage in such type of behavior, which is beneficial for the organization. And employees will also feel courageous to involve in challenging task which will ultimately results in the pleasure of supervisor and also performance of organization. And creative performances are highly desirable in IT industries which are engaged in different projects and these performances are positively linked to success of projects.

The current study tried to overcome and remove existing flaws in all aspects but still it has some limitations that must be considered and applied in future. The present study was cross sectional in nature and collected data form a single source that are employee, future studies should consider multisource data at multi time periods in order to find robust results. The present study also takes paternalistic leadership, as composite variable, future studies should consider different dimension of paternalistic leadership individually with project success. Present study is focused on paternalistic leadership, which is popular due to its cultural importance but present study has not considered any of the cultural dimension, future studies should consider the cultural dimensions along with paternalistic leadership and project success. Present study was conducted in IT industry and data was collected from software houses, which question the generalizability of the study.

Future researcher should collect data from multiple industries in order to find out the effect of paternalistic leadership in different sectors.

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