

BENEVOLENT LEADERSHIP, PERCEIVED SUPERVISOR SUPPORT AND SUBORDINATE PERFORMANCE

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Abstract

This research paper examines the benevolent leadership style and it's described as a specialist style that spotlights on having individualized what's more, complete stress to subordinates' near and dear and familial flourishing. It was proposed as one of the portions under the paternalistic activity. Benevolent leadership as the style that focus on having individualized and holistic concern to subordinates personal and familial well-being. Leadership defined as supporting the subordinate in every way. This study aimed to identify the influences of leadership behavior of subordinate performance through considering perceived supervisor support, self-efficacy and organizational culture. This study helps to determine the relationship between subordinate performance and leadership. Higher level of support exhibit positive relationship that is essential for achieving organization goals. The observational outcomes demonstrate that there is a full intercession impact of leadership style on the subordinate performance. There are some other that influences subordinate performance such as self-efficacy, organizational culture and rate of productivity workforce. Positive outcomes of employee performance it associated with leadership support an employee always wants a leader with paternalistic hand over their head. A sample size of 200 employees from multinational organization in Karachi was collected. Descriptive statistics and linear regression analysis were used to analyze the data. The outcomes may not be summed up in diverse settings and callings, given the relevantly and socially particular setting.

Keywords: benevolence, organizational culture, perceived supervisor support (PSS), work force productivity

Introduction

Background and Overview

Administration is one of those ideas that are difficult to characterize. (Alberto, 2016) Management kept on being characterized as an individual quality, after World War II another pattern began. (Stogdill, 1950) He accentuated two essential ideas that turned out to be extremely famous. (McCleskey, 2014) The first is that initiative is a trademark capacity of remarkable people whose choices, in this way, are fit for adjusting the course of our history. (Zaccaro, 2007) The second idea, called the Great Many speculations, ties the extraordinary ascribes of the people to their hereditary make-up. (Zaccaro, 2007) Leadership as “the process (act) of influencing the activities of an organized group in its efforts toward goal setting and goal achievement”. To loads of, pioneers are not conceived, but rather made. It is progressively acknowledged, be that as it may, that keeping in mind the end goal to be a decent pioneer, one must have the experience, learning, duty, persistence, and above all the aptitude to arrange and work with others to accomplish objectives. (Bass & Bass, 2008).

The idea and meaning of leadership may vary from one individual, or circumstance, to the next. "Leadership" has been utilized as a part of different parts of human endeavor such as governmental issues, organizations, scholastics, social works, and so forth. Past perspectives on authority appear it as individual capacity. (Vadyba, 2017) Authority is a piece of the administrative procedure in which the supervisor guides, bolsters, rouses the subordinates with the goal that they can satisfy their obligations as per the arrangement of the administrator and objective of the association.(Andersen, 2013).

Leadership style is an essential administration device in light of the fact that, if utilized appropriately, it can upgrade positive associations with workers, enhance the hierarchical atmosphere, and increment benefit execution. (Kozak & Uca, 2008) Leadership style is a strategy utilized by a pioneer to impact the conduct of others. The style of initiative is the standard of conduct utilized by somebody when the individual is attempting to impact the conduct of others. (Suharno, 2017) There are a few styles of administration, for example, autocratic, bureaucratic, laissez-faire, charismatic, democratic, paternalistic, situational, transactional, and transformational administration. (Mosadeghrad 2003b, 2004).

Benevolent leadership is characterized as an authority style that spotlights on having individualized what's more, comprehensive worry to subordinates' close to home and familial prosperity. Benevolent leadership was proposed as one of the segments under the paternalistic initiative. (Tan, 2015) Paternalistic authority implies the pioneer will carry on like a father with the adherents. He/she will take care of the workers and help them all around conceivable. The pioneer will be worried about the workers furthermore, because of this worry the representatives will stay faithful to the pioneer and association. The pioneer will attempt to deal with the individual issues of the workers also in light of the fact that if the representative has got a few issues at home at that point he/she can't center around work appropriately so it's important to deal with that issue. Here three key modules of paternalistic leadership which are authoritarianism, benevolence/kindness and moral leadership. (Anwer, 2013).

- i. Authoritarianism: they utilize control procedures that declare solid specialist over subordinates, apply control strategies to keep up control status and feature strict teach.
- ii. Benevolence: they express all-encompassing and individualized worry for subordinates' prosperity
- iii. Moral leadership: they accentuate the quest for prevalent good character, for example, benevolence what's more, being a model individual.(Cheng, 2009)

Paternalistic administration isn't just found in the Chinese setting yet in addition broadly rehearsed in numerous non-Western locales, for example, the Asia– Pacific, Middle East and Latin America. (Farh, Cheng, & chu, 2006) Benevolent leadership as new idea with four measurements which underscore on making the benefit of all. The four measurements of considerate administration proposed are moral affectability, otherworldly profundity, positive engagement and group. (karakas & sarigollu, 2012) The idea of benevolent leadership is particular from other administration ideas on the grounds that of its focal accentuation on making discernible advantages, activities, or results for the "benefit of everyone". An altruistic pioneer treats his/her subordinates with generosity and supports at the same time.(Cheng & farh, 2000), what's more consequently, subordinates pay regard to their pioneer. (Jackson & bak, 1998) Big-hearted initiative is fundamentally connected with subordinates' regard furthermore, recognizable proof, confide in pioneer, saw association support, and work execution. Benevolent leadership is significantly associated with subordinates' respect and identification, trust in leader, perceived organization support, and work performance. (Cheng, Chou, huang, & Peng, 2003)

Problem Statement

Benevolent administration has had its foundations in Confucian belief system for over 2,000 years. A generous pioneer indicates care, love, and consideration toward his/her subordinates (Chen, 2014). Benevolence is an original Chinese initiative style which starts from the three-measurement model of paternalistic administration (Ayca, 2006).

The previous researches identify that different work done about the impact of benevolent leadership on subordinates' performance in Chinese, (Wang & Chen, 2005) next found that perceived supervisory support (PSS) mediates the association between benevolent leadership and subordinates' performance, third, this investigation stretches out earlier initiative hypothesis and research on how mental strengthening shapes the impact of benevolent leadership on subordinates performance (Pieterse, 2010). But that future research should continue to examine the leadership research across cultures (Farh & Cheng, 2000), the productivity rate of the workforce, and self-efficacy (Brown, 2005).

Also, the prior research was conducted in China but our research will be conducted in Pakistan to acquire a deep understanding of the employees working in the organization and also understanding between leader-member exchange, and subordinate outcomes, such as work performance, job satisfaction, and turnover intention.

Objectives:

This article looks at whether the feelings of dissatisfaction and good faith intercede, completely or incompletely, the connection between administration style and subordinate execution it effects on the performance of an individual who are working in the organization. Leadership styles directly effects on the employee's performance. Leaders get the best out of employees through supporting them by giving them attention and courage there are many factors that also effects on employees' performance within the organization such as ethical sensitivity, spiritual depth, positive engagement and affective commitment. There are researches conducted by implementing practical knowledge and human resources practices in the organization future researches will help to identify the gap between subordinates' work performance and benevolent leadership styled and practices part from this future researches will also help the employees to raise the level of satisfaction and also increased their performance and prove themselves as an essential element for the organization. A leadership gives the employees inner satisfaction, work support, the quality of doing better work, and organizational commitment. Leader must analyze the motivate subordinates by giving them motivation and guiding them. A good supportive leader knows a better practice that effects their employee working patterns. Associations can give authority advancement projects and preparing that encourages a generous initiative point of view and spreads —best practices of altruistic pioneers who have prevailing with regards to making positive change. Utilizing this exploration, associations can a) take in more about empowering a positive group where representatives feel genuine and associated with their internal identities, their colleagues, and their locale; b) plan hierarchical structures, strategies, and projects that help kind administration at work.

Literature Review

Leaders are the ones who stimulate, inspire, and perceive their representatives with a specific end goal to complete work and accomplish the desired outcomes (Andersen J. A., 2016). Pioneers embrace different initiative styles keeping in mind the end goal to rouse and animate the workers Uncertainty in worldwide market has made organizations more mindful and inclined to receive change consistently. The help of a considerate pioneer would urge subordinates to perform outstanding tasks. This perceived support of a leader was well represented by the construct of PSS. PSS is defined the extent to which leader values subordinates' contribution sand think about their prosperity. (Kottke & Sharafinski, 1998) The social trade hypothesis gives a clarification to the proportional relationship among considerate initiative, PSS, and subordinates' execution. (Blau, 1964) Subordinates with higher Kind authority levels of PSS would expect that they have been all around upheld by their pioneer, and they in the end have a tendency to respond by performing better at work. (Eisenberger, Hutchinson, & Sowa, 1986) The multifaceted nature of the business activities requires that there must be a compelling interest from each level of the organization. Therefore, land, work, and capital, human asset is additionally an imperative resource of association. It assumes a key part in the smooth running of the organization and accomplishing its objectives. In this regularly changing and focused worldwide market, human asset can turn into the upper hand of the association, if oversaw adequately. This is clear from study that leaders have critical impact on subordinates. The intervention impact of PSS on the connection between kindhearted dictator administration and work execution may change as indicated by whether there are high or low levels of mental strengthening. This feeling of believing of subordinates tends to

increase the perceived support of a benevolent leader who intended to surpass an abnormal state of work execution: The criticalness of leadership style increments in the administrations division, as it has coordinate effect on monetary improvement.

Introduction to Variables:

The idea of benevolent leadership is different from other administration ideas in view of its focal emphasis on making noticeable advantages, activities, or results for the benefit of all. Benevolence is characterized as a rational confidence in the potential decency of mankind and the relating conviction that people have a commitment to utilize their common senses and formative stages of mind of affection and philanthropy; awareness to do great with others, to do kind acts. Benevolent leadership as the way toward making a temperate cycle of empowering, starting, and actualizing positive change in associations through: a) moral basic leadership and good activities, b) creating otherworldly mindfulness and making a feeling of significance, c) moving trust and encouraging boldness in positive activity, and d) leaving a heritage and positive effect for the bigger community.

Ethical sensitivity, which depends on business morals, initiative qualities and morals, and moral basic leadership writing (the emphasis is on pioneers' morals and qualities).

Spirituality, which depends on deep sense of being grinding away and profound initiative writing (the attention is on the internal scenes and otherworldly activities of pioneers. (Ashmos, & Duchon, 2000).

Positive engagement, which depends on positive hierarchical grant and quality based methodologies (the emphasis is on how pioneers make positive change in associations and the world (Seligman & Csikszentmihalyi, 2000).

Benevolent Leadership:

“Benevolent leadership is defined as a leadership style that focuses on having individualized and holistic concern to subordinates’ personal and familial well-being”. (Wang & Cheng, 2010) Representatives originate from differing foundations, religions, and races. In any case, they have a mutual enthusiasm for being a piece of a profitable group. A benevolent leader supports the subordinate with love, care and help him out in every difficulty. A leader can bring a positivism into his subordinate behavior through maintaining harmonious relationship with them. Such a healthy relationship between an employee and supervisor proves fruitful for an organizational goal.

Affective Commitment:

Full of feeling duty is characterized as people feeling nearer to the association candidly and to have association with the association and its objectives. The regular purpose of authoritative responsibility parts is that the workers keep on remaining in the association whatever they feel positive or negative. The fundamental critical point here for the association is the execution and productivity of the worker. The heights and execution of representatives in work put relies upon

what they see about the association (Allen & Meyer, 1990). The looks into demonstrate that the people, who attach to their association inwardly, have higher work execution. There is a negative connection between continuation duty and work execution (Meyer, Becker,, T., Vandenberghe,, & C., 2004).

Positive Engagement:

Commitment as utilizing and communicating the self in undertaking practices what empowers "associations with work and to others, individual nearness (physical, intellectual, and enthusiastic), and dynamic, full time performance " Importantly, work engagement isn't a persisting state, however an always showing signs of change encounter firmly connected to playing out one's assignments. Commitment turns out to be most evident while doing an assignment. (Schaufeli & Bakker, 2004). Work commitment requires good conditions in the workplace, for example, work assets work commitment as a man level idea.

Ethical Sensitivity:

Moral quality can be characterized as the dynamic procedure of developing significance and Understanding identified with social cooperation (McCadden, 1998).Information in morals can be nothing other than a theoretical scholarly exercise, unless individuals' feeling and creative energy are invigorated. Individuals must be incited to comprehend that there is an ethical purpose of see, that people experience their lives in a web of good relationship, that an outcome of good hypotheses and guidelines can be either enduring or satisfaction, that good measurements of life are as regularly covered up as unmistakable, and that moral decisions are unavoidable and regularly troublesome".

Spiritual Depth:

Spiritual depth or work place spirituality spreads in culture its increases the peers understanding and also gives motivation to each other. (Giacalone, & Jurkiewicz,, 2003).It is tied in with looking for most profound sense of being way in work, as an opportunity to continue and to increase the value of the group seriously. It incorporates thoughtfulness, compassion and support of others, and about truth and trust to themselves as well as other people employees and organization both should utilize their qualities all the more legitimately by coordinating them in their work. Be that as it may, incorporation between the vertical and even otherworldly qualities and measurements encourages employees to create interlinked inspirations and activities.

Subordinate Performance:

“Subordinate performnace is through which managers ensure those employee's activities outputs contributes to the organization's goal. This requires knowing what activities are desired, observing whether they occur, and providing feedback, managers and employees meet expectations. In the course of providing feedback, managers and employees may identify performance and establish ways to resolve those problems” D.B BAGUL(2014,425). In various writing, there are different models of execution administration. Each demonstrate has its significance as a framework for overseeing hierarchical execution, overseeing worker execution, and for coordinating the administration of authoritative and representative execution. Execution

administration includes numerous levels of investigation, and is obviously connected to the subjects contemplated in key Human Resource Management and in addition execution examination. Diverse terms allude to execution administration activities in associations, for instance, execution based planning, pay-for-execution, arranging, programming and planning, and administration by destinations.

Methodology

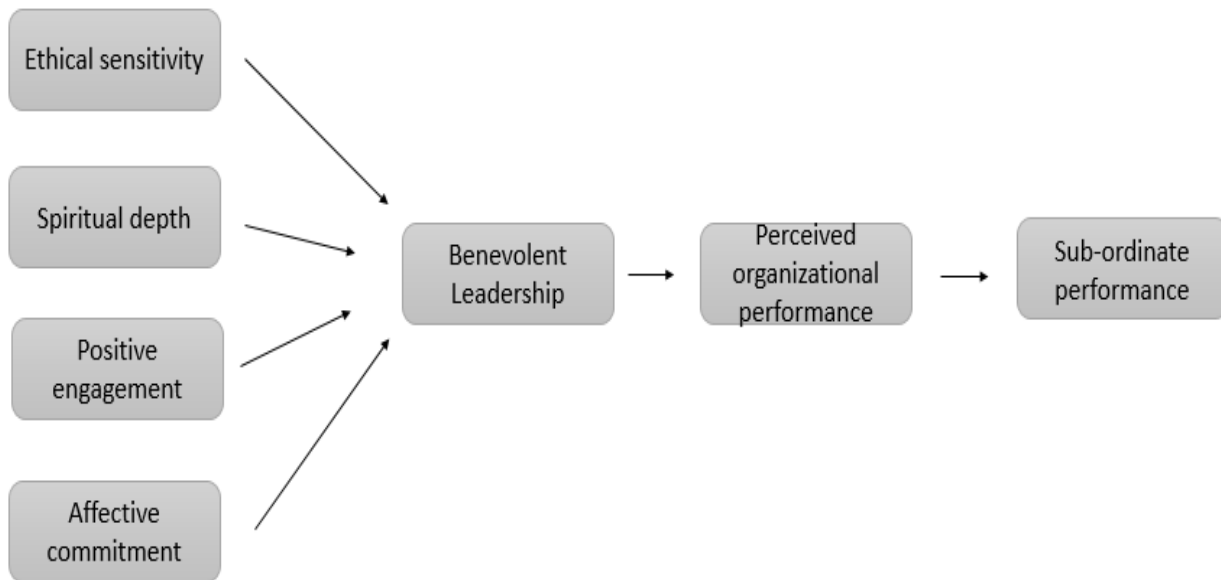
Method of Data collection:

The data was collected from employees of different organization. This paper aimed to determine the impact of benevolent leadership on subordinate performance. In this context we decided to approach different organizations specially focused HR operations. Total of 400 questionnaires were distributed among the employees. We took the permission letter from our university.

Technique and Size of Sampling:

We visited the different organizations and explained the purposed of the survey that we had to conduct for our research paper. A brief introductory session was given to employees in order to give them knowledge for filling the questionnaire. The responses of respondents were remaining confidential just like the likelihood given to the respondents to approach a customized return of the aftereffects of this work. The respondents were given a letter of understanding, a questionnaire and an envelope to return it. Out of 400 questionnaires returned only 250 were usable. The response rate can be judged as satisfactory. The sample study was based individual's workforce. We tried our best to collect data from those employees who are working in the organization more than a decade such employees can give us better results as compared to other non-experience employees out of 250 there were 150 female's respondent and 100 were male respondents. 25% staff were from management, 30% staff from administration, 10% from recruiting staff ,15% from training and development and 20% from 15% from performance appraisal and remaining 5% were from other functional departments in such a way we got to know about all the employees concerns and their reviews. Such questionnaire helped us to determine about the exact figure of the respondents of our research. All the data collected was for academic purpose only.

Research Model/ Theoretical Framework



Statistical Techniques:

The study has used two-way approach of structural equation modeling (SEM) that includes measurement model and structural model.

Measurement Model:

In measurement model, we performed construct reliability and validity through Cronbach alpha by using the SPSS to check the reliability and validity of the research variables.

Structural model:

In structural model, we performed hypothesis testing and model fitness test through structural equation modeling (SEM).

Moreover, the software used for the construct reliability and validity test was SPSS and the software used to test confirmatory factor analysis (CFA) and model fitness was AMOS. Also, the Microsoft excel file was used to provide SPSS and AMOS the data through which both the software was conduct their working, and the excel file was also used to compile the data of the instruments at one platform.

Result and Analysis

Table 1: Demographics Statistics

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	119	57.5	57.5	57.5
	Female	88	42.5	42.5	100.0
	Total	207	100.0	100.0	

As we have collected our data from different, branches of banks from the banking sector, it has been found that most of our respondents are male i.e. 119 out of 207 which is more than the females i.e. 88 out of 207. As shown in the table above that male is 57.5% and remaining 42.5% of our respondents are females because the ratio of male staff in every bank that we had visited is greater than the ratio of females. According to our research the data is acceptable as we are working on leadership behavior on a subordinate performance.

Age		Frequency	Percent	Valid Percent	Cumulative Percent
	below 20 years	7	3.4	3.4	3.4
	21 to 30 years	129	62.3	62.3	65.7
	31 to 40 years	56	27.1	27.1	92.8
	41 to 50 years	15	7.2	7.2	100.0
	Total	207	100.0	100.0	

As shown in the table 27.1% of our respondents i.e. 56 out of 217 respondents are of 31-40 years of age and 7.2% of our respondents are from the age group of 41-50 as all of them are professional and are working from years so they are aware of their organizations performance and outcome. As we have collected the data from employees of different levels so the data are from different age group.

Work Experience		Frequency	Percent	Valid Percent	Cumulative Percent
	less than 1 year	21	10.1	10.1	10.1
	1-3 years	62	30.0	30.0	40.1
	4-6 years	56	27.1	27.1	67.1
	7-10 years	46	22.2	22.2	89.4
	above 10 years	22	10.6	10.6	100.0
	Total	207	100.0	100.0	

As shown in the table above, most of our respondents have the work experience of 1 to 3 years that is 30.0% and 27.1 % of our respondents have the experience of 4 to 6 years. The frequency of experience of 1 to 3 years is 62 whereas the frequency of 4 to 6 years' experience

respondents is 56. As the respondents have experience of more than 1 year the data is acceptable because they are aware of the corporate environment and their data may not be biased.

Qualification		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Intermediate	11	5.3	5.3	5.3
	Bachelors	95	45.9	45.9	51.2
	Masters	91	44.0	44.0	95.2
	diploma certificates	5	2.4	2.4	97.6
	Other	5	2.4	2.4	100.0
	Total	207	100.0	100.0	

45.9% of our respondents have the qualification of bachelors as shown in the table that 95 out of 207 respondents are the respondents that are only graduated and 44.0% of the respondents are masters whereas there are some respondents that are intermediate, PhD and other qualifications which means that all are well qualified and they had given the correct data.

Income		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 20000	28	13.5	13.5	13.5
	20000 to 34999	78	37.7	37.7	51.2
	35000 to 49999	69	33.3	33.3	84.5
	50000 & above	32	15.5	15.5	100.0
	Total	207	100.0	100.0	

As our respondents are qualified and has experienced, so these respondents has good amount of salary package. The table above shows that 69 respondents i.e. 33.3% of respondents have the income in the range of 35,000 to 49,999 and 15.5% has the income of 50,000 and above 37.7% of the respondents has the income of 20,000 to 34,999. This shows that's all the respondents are professional and are working from years.

Table 2: CFA

Construct/Indicators	Standardized Factor Loading (CFA-AMOS)	Construct Reliability		Construct Validity		
		Cronbach's alpha	Composite Reliability (CR)	Convergent Validity Average Variance Extracted (AVE)	Discriminant Validity Maximum Shared Variance (MSV)	Average Shared Variance (ASV)
ETHICAL SENSIVITY		0.864	0.867	0.570	0.3844	0.6656
ES1	.60					
ES2	.90					
ES3	.72					
ES4	.81					
ES5	.71					
AFFECTIVE COMMITMENT		0.842	0.838	0.568	0.49	0.1378
AC1	.82					
AC2	.61					
AC3	.71					
AC4	.85					
POSITIVE ENGAGEMENT		0.887	0.623	0.891	0.3844	0.44558
PE1	.67					
PE2	.89					
PE3	.89					
PE4	.76					
PE5	.71					
SPIRITUAL DEPTH						
SD1	.66					
SD2	.72	0.927	0.942	0.714	0.2304	0.86602
SD3	.92					
SD4	.96					
SD5	.92					
PERCEIVED SUPERVISORY SUPPORT						
PSS1	.77					
PSS2	.67					
PSS3	.90	0.908	0.897	0.637	0.0025	0.0482
PSS4	.77					
PSS5	.86					
SUBORDINATE PERFORMANCE						
SP1	.85					
SP2	.85	0.874	0.874	0.584	0.49	0.7721
SP3	.60					
SP4	.69					
SP5	.80					
Reliability and Construct Validity Thresholds: [Suggested by Fornell and Larcker (1981)]	$\alpha > 0.70$ (Nunnally, 1967)	CR > 0.70	i) AVE > 0.50 ii) CR > AVE	MSV < AVE	ASV < AVE	

$$CR = \frac{\left(\sum_{i=1}^n \lambda_i\right)^2}{\left(\sum_{i=1}^n \lambda_i\right)^2 + \left(\sum_{i=1}^n \delta_i\right)}, \quad AVE = \frac{\sum_{i=1}^n \lambda_i^2}{\sum_{i=1}^n \lambda_i^2 + \sum_{i=1}^n \delta_i}$$

Where λ =Standardized Factor Loading; n=number of items; δ = error variance = (1- multiple correlation coefficient) = $1 - \lambda^2$

Share Variance (SV): Square of the Correlation, If the correlation between two variables is “X”, their shared variance will be “X²”.

Model fitness

Chi-square/df	p-value	GFI	AGFI	CFI	TLI	RMSEA
5.535	.000	.660	.562	.758	.709	.137

Model fitness after modification

Chi-square/df	p-value	GFI	AGFI	CFI	TLI	RMSEA
2.862	.000	.761	.892	.991	.996	.136

Table 3: Hypothesize Significant

Description	β	P-value
Perceived supervisory support → benevolent leadership	-0.305	0.001
Ethical sensitivity → Perceived supervisory support	-0.693	0.001
Affective commitment → benevolent leadership	-0.887	0.001
positive engagement → benevolent leadership	0.186	0.014
Spiritual depth→ benevolent leadership	0.667	0.001
Subordinate performance → benevolent leadership	-0.736	0.001
Subordinate performance → Perceived supervisory support	-0.21	0.737

Considering table 3 perceived supervisory support i.e. mediator and benevolent leadership i.e. independent variable it is found that (B=-0.305, p-value is 0.001) which means that H1 is accepted as p-value is significant. Similarly, in case of ethical sensitivity and perceived supervisory support (B =-0.693, p-value is 0.001) which shows significant relationship between them so H2 is also accepted. Evaluating the relation between Affective commitment and benevolent leadership is beta is -0.887 and has p-value 0.001 that means H3 also accepted as p-value is significant.in case of positive engagement and benevolent leadership its beta is 0.186 and p-value is 0.014 which indicates positive relationship among them so H4 is also accepted. Similarly, in case of Spiritual depth and benevolent leadership (B=0.667, p-value 0.001) that means a positive relation between them as p-value is significant so H5 is accepted. considering the relationship between Subordinate performance and benevolent leadership its beta is -0.736 and p-value is 0.001 which means H6 is also accepted as p-value is significant. Evaluating the relationship between Subordinate performance and Perceived supervisory support its beta value is

-0.21 and p-value is 0.737 that shows value is greater than the threshold so H7 is rejected as it is insignificant.

Table No 4: Mediation Effects

	SUBORDINATE PERFORMANCE	
	Direct Effect	Indirect Effect
<i>Benevolent leadership</i>	0.602	0.001

Considering the direct and indirect effect of benevolent leadership and subordinate performance it shows full mediation between them that means H6 is accepted and mediator perceived supervisory plays an important role between benevolent leadership and subordinate performance.

Hypothesis	Accepted/ Rejected
H1 there is positive relationship between Perceived supervisory support and benevolent leadership	Accepted
H2 there is positive relationship between Ethical sensitivity & Perceived supervisory support	Accepted
H3 there is positive relationship between Affective commitment & benevolent leadership	Accepted
H4 there is positive relationship positive engagement and benevolent leadership	Accepted
H5 there is positive relationship Spiritual depth and benevolent leadership	Accepted
H6 there is positive relationship Subordinate performance and benevolent leadership	Accepted
H7 there is no relationship Subordinate performance and Perceived supervisory support	Rejected

Conclusion

This research is basically conducted in order to determine how we make the organization environment workable and how does it prove beneficial for employees as well as for the organization. This study focus in determining the role of leadership over subordinate performance by considering the parts of utilization of control that are intelligent and analytic methodologies in a nut shell this investigation gives new bits of knowledge into the exploration of generous authority. The connections among generous administration, subordinates' PSS, and work execution have indicated huge clarification. This investigation adds to the writing by demonstrating that kindness and mental enabled of a leader to some degree, improve support and work execution. Discoveries bolstered how mental strengthening moderates the connection between considerate administration and subordinates' execution after some time. The investigation offers useful ramifications for professionals and administrators to encourage better execution of subordinates.

Considerate administration is invited and attractive by subordinates. There is full mediation between benevolent leadership and perceived supervisory support and partial mediation between perceived supervisory support and subordinate performance which shows that mediator directly impact on benevolent leadership and indirectly on subordinate performance. This initiative style

has all the earmarks of being successful in driving the work execution of subordinates and pick up the help when a director gives more social help, shows consideration and regards subordinates' choices.

Limitation and Recommendation

We have collected the research data from 207 respondents. Our limitations are that we don't have enough time and financial resources. The respondents were bias in filling up the survey forms another limitation is that there are many other variables upon which more work can be done there is a need that concentrate positive outcomes that occurs at different level within the organization further researches can determine the relationship between these levels. Future research can also have conducted with the objective of determine the linkage between the leadership style and its impact on employee's performance. Considerate pioneers and authoritative individuals can on the whole encourage additional conventional prosperity and execution in associations.

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