



Volume 25, 2022

THE IMPACT OF MIDDLE AND SENIOR LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE -- EVIDENCE FROM CHINESE ENTERPRISES

Qin Miao

Seoul School of Integrated Sciences &
Technologies, Seoul, The Republic of Korea

qinmiao1986@qq.com

ABSTRACT

Aim/Purpose	This paper examines the impact of the transformational, servant, and paternalistic leadership styles on employee performance at the middle and senior levels.
Background	Transdisciplinary research promotes the integration and development of various sciences. It provides more choices for leaders to adopt ways and practical activities to promote enterprise development. Complexity leadership theory emphasizes that effectively functioning organizations need distinct forms of leadership to work together. Leaders rely on different leadership practices in an emergent collaborative context, and finding an optimal balance is challenging. Many scholars have attempted to explore which leadership styles have a more significant impact on employees by distinguishing and defining types of leadership styles and explaining the process by which they influence employee behavior and performance. Various scholars have further explored and empirically demonstrated the impact of these three types of leadership styles (transformational, servant, paternalistic) on employee performance. While transformational and servant leadership have their roots in the West, paternalistic leadership has roots in China. Few scholars have conducted comparative studies on their positive impact on employee performance. How do these three leadership styles affect employee performance at the middle and senior levels in the Chinese context? Which combination of middle and senior leadership styles performs best? These are the second area that this paper will attempt to explore.
Methodology	This study constructs a three-tier model at the senior, middle, and grassroots levels. A questionnaire survey was used to collect data. SPSS 22.0 and Amos were used for data analysis.
Contribution	Through its construction of a three-tier model (senior, middle, and grassroots levels), the paper explores the combined effect of three leadership styles (transformational, servant, and paternalistic) on grassroots employees. It explores the

Accepting Editor Eli Cohen | Received: January 30, 2022 | Revised: March 15, 2022 |

Accepted: March 16, 2022.

Cite as: Miao, Q. (2022). The impact of middle and senior leadership styles on employee performance -- Evidence from Chinese enterprises. *Informing Science: The International Journal of an Emerging Transdiscipline*, 25, 123-142. <https://doi.org/10.28945/4936>

(CC BY-NC 4.0) This article is licensed to you under a [Creative Commons Attribution-NonCommercial 4.0 International License](https://creativecommons.org/licenses/by-nc/4.0/). When you copy and redistribute this paper in full or in part, you need to provide proper attribution to it to ensure that others can later locate this work (and to ensure that others do not accuse you of plagiarism). You may (and we encourage you to) adapt, remix, transform, and build upon the material for any non-commercial purposes. This license does not permit you to use this material for commercial purposes.

impact of senior leaders across levels on grassroots employee performance, which is expected to provide a valuable addition to theories on leadership styles. It is also instructive to examine which leadership style performs better and what middle and senior leadership configurations are more conducive to driving beneficial employee behavior and, ultimately, corporate growth.

Findings

The transformational, servant, and paternalistic leadership styles, both at the top and middle levels, have a significant positive relationship with employee performance; the middle leadership style plays a positive mediating role between the top leadership style and employee performance. In terms of impact on employee performance, transformational leadership shows the best results at both the top and middle levels, with paternalistic leadership second and servant leadership at the same level. Regarding which middle and senior leadership style pairing is the best, the sample is relatively small, and the gap between various pairing combinations is not evident from the data. If the sample size is enlarged, the coefficient will likely expand year-on-year. Therefore, we can assume that the pairing effect of top servant leadership and middle transformational leadership is the best, top paternalistic leadership and middle transformational leadership is the second-best, and the combination of top paternalistic leadership and middle-level servant leadership leaders is the weakest.

Recommendations for researchers

This paper extends the study of top and middle leadership's combined effect on employee performance as a positive response to the call for multi-layer or cross-layer analysis in leadership research. The findings further enrich the literature on leadership style-related theories. The middle leadership style plays a positive mediating role between the top leadership style and employee performance. The trickle-down effect is further verified, i.e., the top leadership will have a permeating influence on employees through the middle leadership, and the top's influence on the middle is generally more significant than the influence on grassroots employees. However, the difference between the influence of the middle leadership on the grassroots and that of the top on the grassroots is not apparent, which is inconsistent with the trickle-down effect that the middle leadership communicates more with the grassroots and has more influence on the grassroots, and further verification is needed.

All three types of leaders positively affected employee performance, with the best being transformational leadership, paternalistic leadership, and servant leadership. This finding is consistent with some scholars and inconsistent with some scholars. The interested scholars can do further research.

The better performance of diverse pairings in middle and senior leadership combinations is consistent with previous research suggesting that leadership styles have their own strengths and can be complementary. This paper further provides a comparative study of multiple leadership styles to validate the recognition and adaptability of leadership styles and further explain the complex relationship between leadership styles and employee job performance. Scholars can conduct comparative research on other leadership styles, and there may be different results.

Recommendations for Practitioners

The findings of this paper have some reference value for the choice of leadership behaviors of corporate managers and the formation of middle and senior leadership teams. Transformational, paternalistic, and servant leadership all positively influence employee performance. All play a positive mediating role at the

middle level; therefore, adopting any of these leadership behaviors has a positive effect on the company. Although transformational leadership performs better in the middle to the senior portfolio, transformational, servant, and paternalistic leadership have their strengths. They can be complementary in improving employee performance, so servant and paternalistic leadership styles still need to be considered in the context of information technology and Chinese culture. In addition, companies should pay more attention to middle leadership because it mediates the influence of senior leadership on employees. Practicing leaders will gain from this research by balancing leadership roles according to individual characteristics, organizational characteristics, and stages of growth. Business leaders should also adapt their leadership style and management style to meet the changing needs of the company in order to achieve the goal of stable and sustainable development.

Future Research	Because of the cross-sectional data taken, the findings' generalizability still needs further validation. There are many types of leadership styles, and there are other types of leadership styles that can be explored comparatively, perhaps leading to different findings. From another point of view, various leaders have their strengths, and they are not mutually hindering. More research is needed on team formation in a variety of contexts. Organic organizational structure enables knowledge creation and integration through the process of organizational learning through deep and continuous social interaction or dialogue. So we can further examine the influence process of leaders on employees from how to give full play to their advantages, such as improving shared leadership and shared communication.
Keywords	leadership, transformational, servant, paternalistic, employee performance, trickle-down effect

INTRODUCTION

Transdisciplinary research collaborations promote the integration and development of various sciences. They provide more choices for leaders to adopt ways and practical activities to promote the development of enterprises. Complexity leadership theory emphasizes that effectively functioning organizations need distinct forms of leadership to work together, but leaders rely on different types of leadership practices. Finding an optimal balance between them is challenging in an emergent collaborative context. In the context of the transdisciplinary research organization, it seemed that the different leadership functions were not sufficiently entangled. Instead, they formed a leadership toolbox from which the leaders selected a function and related leadership practices that suited a given situation (Mäkinen, 2018). So what management leadership style works best? Are there different styles that work best for top and middle-level leads? This paper attempts to answer that question by surveying enterprises in China.

Influencing employees to achieve performance goals by recognizing leadership styles and adjusting leadership behaviors has become one of the crucial ways to enhance the core competitiveness and maintain a competitive advantage for enterprises in the information age. The top management team endeavors to reverse the passive situation of the company; different types of top leadership styles have a differentiated impact on the company's performance (Ren et al., 2021). The trickle-down effect in the field of leadership behavior confirms that leadership behavior can gradually spread from top to bottom through the middle level and eventually affect the grassroots employees (Wayne et al., 2008), implying that top leadership style may affect employee job performance through the middle level. In existing studies, scholars have more often studied the role of superior leadership behavior on the binary level of subordinates or simply explored the impact of corporate CEO leadership behavior on corporate performance. Less often have they explored the combined effect of top-level

leadership and mid-level leadership on subordinates (Song et al., 2009). Therefore, do top-level leadership styles influence employee job performance through mid-level leadership? Is the role of the middle level on the relationship between top-level leadership style and employee job performance weakened or strengthened? It becomes the first aspect of the question that this paper attempts to explore.

Leadership style is an important variable that affects the performance of subordinates, and different leadership styles have different significant effects on employees' performance (L. Yang & Wang, 2012). Many scholars have attempted to explore which leadership styles have a more significant impact on employees by distinguishing and defining types of leadership styles and explaining the process by which they influence employee behavior and performance. Among the leadership styles that have received more attention so far, transformational leadership theory proposes that the goal of improving employee performance levels can be achieved through the interaction between leaders and employees (Burns, 1978); servant leadership theory suggests that leaders should place service to others, to the organization, and to society above to their own interests, so that employees can progress in being served (Greenleaf, 1977; Spears, 1998). Paternalistic leadership is characterized by strict discipline and authority, fatherly benevolence, and moral integrity in an atmosphere of human rule. This style influences the behavior of subordinates through different paths of reverence and obedience, recognition and emulation, and gratitude (Farh & Cheng, 2000; Redding, 1990). Various scholars have further explored and empirically demonstrated the impact of these three types of leadership styles on employee performance. However, most of the existing literature investigates the effect of a particular leadership style on employee performance (C. Li & Shi, 2003; Liden et al., 2008; Mayer et al. 2009; Xia & Shan, 2019), and a few comparative studies of two different leadership styles have been conducted (Deng et al., 2012; C. Li et al., 2007; Xu et al., 2014). While transformational and servant leadership have their roots in the West, paternalistic leadership has roots in China. Few scholars have conducted comparative studies on their positive impact on employee performance. How do these three leadership styles affect employee performance at the middle and senior levels in the Chinese context? Which combination of middle and senior leadership styles performs best? These are the second area that this paper will attempt to explore.

This paper uses a three-tier model at the senior, middle, and grassroots levels to explore the combined effect of the transformational, servant, and paternalistic leadership styles on grassroots employees. It also explores the impact of senior leaders across levels on grassroots employee performance, which is expected to provide a valuable addition to theories on leadership styles. It is also instructive to examine which type of leadership style performs better. These three leaders have their own advantages and can coexist harmoniously in the same enterprise. The combination of middle and senior leadership configurations is more conducive to driving beneficial employee behavior and, ultimately, corporate growth.

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

The research model in Figure 1 is proposed. This section reviews the findings of the three leadership styles (transformational, servant, and paternalistic) and presents the hypotheses. Although the existing studies do not clearly distinguish between top and middle leaders, they are all company managers, whether they are top or middle leaders. Therefore, the hypothesis section argues that the existing theories are open to inference for both top and middle levels.

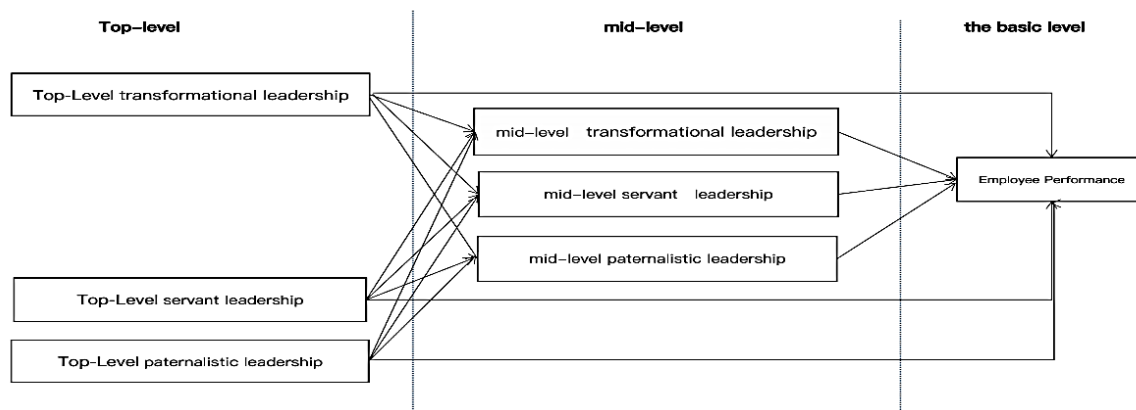


Figure 1. Research model

THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP AND EMPLOYEE PERFORMANCE

Burns (1978) first proposed that transformational leadership is how leaders and subordinates interact to achieve increased levels of maturity and motivation. Bass (1985) then proposed the theory of transformational leadership, in which he argued that transformational leadership consists of a four-dimensional structure of charisma, inspiration, intellectual stimulation (Bass & Avolio, 1990), and personalized care by making employees aware of the importance of the task they are undertaking, stimulating them to develop higher-level needs, and establishing a climate of mutual trust so that subordinates are willing to sacrifice their personal interests to achieve organizational benefits and to achieve results beyond expectations (Bass, 1995). C. Li and Shi (2003) examined the validity of the four dimensions of Bass' transformational leadership concept. They found no significant effect of evocative and personalized care on leader effectiveness, no significant effect of personalized care on leader satisfaction, and developed a culturally appropriate scale for Chinese culture, including the dimensions of virtuous modeling, leading charisma, visionary motivation, and personalized care (C. Li & Shi, 2005; D. Ye, 2010).

Transformational leadership has a positive impact on employee behavior. Judge et al. (2004) showed a positive relationship between transformational leadership and employee job satisfaction. H. Yang et al. (2011) found that any employee in a company has the ability and potential to generate new ideas and create new things. The innovation of employees can form the innovative force of the company and thus improve the company's competitiveness, and transformational leaders play a decisive role in it. L. Yang and Wang (2012) found that transformational leaders can enhance employee behavior through effective communication and the transfer of knowledge and information to and from employees. Pieterse et al. (2010) argued that transformational leadership positively affects employees' innovative behavior when they feel high psychological empowerment. X. Li et al. (2015) found that transformational leadership positively promotes good relationships with employees. He and Ling (2010) argued that transformational leadership motivates employees to work more proactively and passionately and to think to enhance their organizational identity, improving individual performance levels. Meng et al. (2011) found that transformational leadership enhances employees' ability and courage to overcome difficulties, thus ensuring the successful completion of work tasks and goals and maximizing their own performance and job satisfaction.

Based on the above, this paper hypothesizes that:

- H1: Top-level transformational leadership has a positive impact on employee performance.
- H2: Mid-level transformational leadership has a positive impact on employee performance.

THE RELATIONSHIP BETWEEN PATERNALISTIC LEADERSHIP AND EMPLOYEE PERFORMANCE

Redding's (1990) study of top management problems in Chinese family companies proposed a paternalistic leadership with Chinese leadership characteristics. Farh and Cheng (2000) defined paternalistic leadership as a leadership style characterized by strict discipline and authority, fatherly kindness, and moral integrity in an atmosphere of human rule. Cheng et al. (2000) further developed the ternary structure of paternalistic leadership, which includes authoritative leadership, virtuous leadership, and benevolent leadership. Paternalistic leadership is widely found in enterprises, institutions, and other public organizations in Chinese culture and can be found worldwide (Cheng et al., 2003).

Chinese scholars have empirically studied the effects of paternalistic leadership on employee performance from different industries, and paternalistic leadership emphasizes emotional communication between leaders and employees, which can bring positive effects on employees' emotional and cognitive trust and can improve employee performance when embraced by employees (G. Yu et al., 2017). In the college teaching profession, paternalistic leadership through personalized care can motivate college teachers to improve job evaluation and career satisfaction, thus job performance in accomplishing job requirements (Qiu & Yang, 2015). Paternalistic leadership has good cultural adaptability in industries with clear and concise systems and more stable work environments and content. These industries include primary hospital nursing profession; paternalistic leadership behaviors of nurse leaders who convince others with virtue, high moral quality, and extremely high ethical codes are more persuasive and can subconsciously influence subordinates to develop trust, respect, and followership, to show more positive work behaviors, and have an impact on subordinates' organizational citizenship behaviors and improved job performance with tangible effects (Xia & Shan, 2019).

Based on the above, this paper hypothesizes that

H3 : Top-level paternalistic leadership has a positive impact on employee performance.

H4 : Mid-level paternalistic leadership has a positive impact on employee performance.

THE RELATIONSHIP BETWEEN SERVANT LEADERSHIP AND EMPLOYEE PERFORMANCE

Greenleaf (1977) argues that "service" should be the distinguishing characteristic of leadership, where the leader leads by setting a good example, is willing to be a servant, and leads by serving. Barbuto and Wheeler (2006) argue that servant leadership consists of dimensions as follows: altruism, emotional soothing, intellectual enlightenment, rational persuasive guidance, and social responsibility, etc. C. Wang et al. (2009) developed a localized scale in China to measure servant leadership style at various levels of organizations, departments, and grassroots units. The servant-leader is a leadership style that focuses on the needs and interests of others. It places the interests of subordinates first, and cares about the growth, development, and success of employees morally and ethically, helping subordinates achieve their own goals as well as the overall goals of the organization and society (P. Chen et al., 2016).

Servant leadership emphasizes interaction with employees, making employees feel respected and valued, more secure, and more trustful of their leaders (J. Wang et al., 2017). Employees are motivated to work with a positive attitude of "ownership" and "servant" to accomplish their work and ultimately drive performance goals (Y. Li & Ge, 2020). Servant leaders focus more on the interests of employees and can have cross-level influence (B. Ye et al., 2021), improving the performance of subordinates at both the municipal and township levels (Yan et al., 2017). Servant leadership is also shown to have a lasting impact on employees' current job performance and indirectly on employees' current job performance through their previous job performance (Ling & Wang, 2010).

Based on the above, this paper hypothesizes that:

H5: Top-level servant leadership has a positive impact on employee performance.

H6: Mid-level servant leadership has a positive impact on employee performance.

MEDIATION OF MIDDLE LEADERSHIP STYLE ON THE RELATIONSHIP BETWEEN SENIOR LEADERSHIP STYLE AND EMPLOYEE PERFORMANCE

Leadership is not a direct path in influencing employees' job performance but is through a series of processes (B. Yu & Liu, 2008). Different dimensions affect employees' job attitudes (C. Li et al., 2006), and leaders at each management level influence employees' job attitudes, job behaviors, and job performance (Waldman & Yammarino, 1999). Leaders at different levels of management have different roles to play and have different effects on employee performance. The "trickle-down effect" suggests that the leadership behavior of top management will have a broader impact on the whole organization. The leadership behavior of senior leaders will have a "trickle-down effect" on employees' work behavior (Mayer et al., 2009). The leadership climate of senior leaders will indirectly affect employees' work behavior through the leadership climate of lower-level leaders (Ling, Wang, Zhang, & Chen, 2010; Ling, Wang, Zhang, & Liu, 2010). Middle and junior leaders are more likely to interact directly with front-line employees than senior leaders. Their leadership behaviors have a more direct impact on employees' feelings, attitudes, and behaviors. This paper argues that middle-level leaders, compared to senior leaders, have more frequent, longer, and broader contact with general employees and can play a good role in carrying on the top and bottom (G. Chen & Bliese, 2002).

Based on the above, this paper hypothesizes that:

H7: Mid-level transformational leadership mediates the relationship between top-level transformational leadership and employee performance.

H8: Mid-level transformational leadership mediates the relationship between top-level paternalistic leadership and employee performance.

H9: Mid-level transformational leadership mediates the relationship between top-level servant leadership and employee performance.

H10: Mid-level paternalistic leadership mediates the relationship between top-level transformational leadership and employee performance.

H11: Mid-level paternalistic leadership mediates the relationship between top-level paternalistic leadership and employee performance.

H12: Mid-level paternalistic leadership mediates the relationship between top-level servant leadership and employee performance.

H13: Mid-level servant leadership mediates the relationship between top-level transformational leadership and employee performance.

H14: Mid-level servant leadership mediates the relationship between top-level paternalistic leadership and employee performance.

H15: Mid-level servant leadership mediates the relationship between top-level servant leadership and employee performance.

DATA COLLECTION MEASUREMENT

SAMPLE AND SAMPLING

In order to obtain paired data, this paper used questionnaires from non-leadership employees of the Chinese enterprises, who were required to self-assess their own job performance and evaluate the leadership style of their departmental leaders and senior leaders who were subordinate to them. Four

hundred fifty (450) questionnaires were distributed for this study, resulting in 378 valid questionnaires. The demographics of the valid study sample are shown in Table 1.

Table 1. Demographics of the sample

Statistic Items		percentage (%)	Statistic Items		percentage (%)
gender	Male	40.2	Degree	High school and below	2.9
	Female	59.8		College	31.2
age	25 years old and below	20.4		Undergraduate	56.1
	26-30 years old	33.6	Master's degree and above	9.8	
	31-35 years old	38.9	Years of experience in the company	Less than 1year	34.9
	36-40 years old	6.6		1-3years	42.1
	41 years old and above	0.5		More than 3 years	23.0

MEASUREMENT OF VARIABLES

The transformational leadership scale is based on the scale developed by C. Li & Shi in 2005, with a total of 26 questions; the paternalistic leadership scale is based on the scale developed by L. Chen et al. in 2012, with a total of 18 questions; the servant leadership scale is based on the scale developed by Barbuto and Wheeler in 2006, with a total of 23 questions. The employee performance scale includes two subscales: organizational citizenship behavior and task performance, of which the organizational citizenship behavior scale was developed by Bachrach et al. in 2007, with two subscales of helping behavior and civic ethics, with a total of 10 questions; the task performance scale was developed by C. Li et al. in 2007, revising the scale developed by Tsui et al. (1997), with a total of 6 questions. The scales involved were conducted on a Likert scale.

ANALYSIS OF RESULTS

RELIABILITY ANALYSIS

The variables studied in this paper and their Cronbach's alpha coefficients are the following: top-level virtuous modeling 0.923, top-level visionary motivation 0.891, top-level individual consideration 0.889, top-level leadership charisma 0.928, top-level altruism 0.898, top-level emotional soothing 0.848, top-level wisdom enlightenment 0.892, top-level rational persuasive guidance 0.893, and top social responsibility 0.890, top benevolent leadership 0.902, top virtuous leadership 0.953, top authoritative leadership 0.926, top virtuous leadership 0.931, top visionary motivation 0.907, top individual consideration 0.915, top leadership charisma 0.917, top altruistic spirit 0.924, top emotional soothing 0.843, top wisdom enlightenment 0.889, mid-level rational persuasive guidance 0.892, mid-level social responsibility 0.896, mid-level benevolent leadership 0.897, mid-level virtuous leadership 0.952, mid-level authoritative leadership 0.929, helping behavior 0.958, civic ethics 0.902, and task performance 0.943. All variables were greater than 0.7 with good reliability.

EXPLORATORY FACTOR ANALYSIS

Exploratory factor analysis was conducted on all scales using SPSS 22.0, in which the top transformational leadership KMO value was 0.940 and Bartlett test value was 5709.711 (Sig. < 0.05), and the four factors obtained and their explanatory power: top virtuous modeling 20.675%, top visionary

motivation 17.163%, top Individual Consideration 15.079%, top leadership charisma 14.749%, total explanatory power is 67.665%, which is good representative; top servant leadership KMO=0.942, Bartlett test value is 5485.741 (Sig. <0.05), 4 factors and their explanatory power obtained: top altruism 15.532%, top emotional soothing 15.201%, top wisdom enlightenment 15.044%, top rational persuasion guidance 13.483%, top social responsibility 12.150%, the total explanatory power is 71.410%, which is good representative; top paternalistic leadership KMO=0.963, Bartlett test value is 5772.747 (Sig.<0.05), to get 4 Factors and their explanatory power: top benevolent leadership 25.936%, top virtuous leadership 24.921%, top authoritative leadership 23.335%, total explanatory power 74.193%, good representation; mid-level transformational leadership KMO=0.956, Bartlett test value 6997.848 (Sig. <0.05), obtained 4 factors and their explanatory power: mid-level virtuous modeling 21.084%, mid-level visionary motivation 16.859%, mid-level Individual Consideration 16.446%, and mid-level leadership charisma 15.279%, with a total explanatory power of 69.667%, which is well representative; mid-level servant leadership KMO=0.940, Bartlett's test value of 5709.711 (Sig. <0.05), which yielded 4 factors and their explanatory power: mid-level altruism 15.522%, mid-level emotional soothing 15.489%, mid-level intellectual enlightenment 15.199%, mid-level rational persuasive guidance 14.079%, and mid-level social responsibility 11.921%, with a total explanatory power of 72.210%, which is well representative; mid-level paternalistic leadership KMO= 0.963, Bartlett's test value of 5854.572 (Sig. <0.05), yielding four factors and their explanatory power: middle-level benevolent leadership 25.774%, middle-level virtuous leadership 24.984%, middle-level authoritative leadership 23.189%, with a total explanatory power of 73.947%, which is well represented; employee performance KMO= 0.961, Bartlett's test value of 5935.775 (Sig. <0.05), yielding 3 factors and their explanatory power: helping behavior 33.942%, civic ethics 28.994%, and task performance 17.217%, with a total explanatory power of 80.152%, which is well representative. The cross-loadings of each question item in the scale met the standard (<0.4), the factor loadings met the standard (>0.5), each question matched the corresponding factor, and the validity of each scale was good.

SCALE VALIDITY FACTOR ANALYSIS

As seen from Table 2, all seven model fit indicators met the criteria, and the fit was good.

Table 2. Model fit of each model

Fitting Index	χ^2/D F	GFI	AGFI	TLI	IFI	CFI	RMSEA
Acceptance range/Model	<3	>0.8	>0.8	>0.9	>0.9	>0.9	<0.08
Model 1: Employee Performance Scale Validation	1.623	0.949	0.931	0.987	0.989	0.989	0.041
Model 2: Mid-level Transformational Leadership Validation	1.628	0.909	0.892	0.97	0.973	0.973	0.041
Model 3: Mid-level Servant Leadership Validation	1.505	0.929	0.913	0.977	0.98	0.98	0.037
Model 4: Mid-level Paternalistic Leadership Validation	1.802	0.934	0.914	0.979	0.982	0.982	0.046
Model 5: Top-level Transformational Leadership Validation	1.659	0.91	0.893	0.966	0.97	0.969	0.042
Model 6: Top-level Servant Leadership Validation	1.48	0.929	0.915	0.977	0.98	0.98	0.036
Model 7: Top-level Paternalistic Leadership Validation	1.766	0.936	0.917	0.98	0.982	0.982	0.045

RESULTS OF VALIDATION FACTOR ANALYSIS

As seen in Table 3, all questions had no violation estimates, good convergent validity, and fit. Therefore, all questions were used as the follow-up analysis.

Table 3. Results of validation factor analysis

Dimensions	Title Items	Non-standardized factor loadings	Standard Error	C.R. (t-value)	P	Standardized factor loadings	CR	AVE
Employee Performance	Helping behavior	1				0.832	0.874	0.698
	Civic Ethics	1.116	0.084	13.245	***	0.788		
	Task performance	1.073	0.079	13.541	***	0.883		
Mid-Level Transformational leadership	Mid-level Virtuous modeling	1				0.77	0.851	0.59
	Mid-Level Visionary Motivation	1.119	0.096	11.707	***	0.879		
	Mid-Level Individual Consideration	0.866	0.085	10.213	***	0.747		
	Mid-Level Leadership Charisma	0.71	0.073	9.686	***	0.661		
Mid-Level Servant Leadership	Mid-Level Altruism	1				0.702	0.872	0.578
	Mid-Level Emotional Soothing	0.992	0.097	10.196	***	0.782		
	Mid-Level Wisdom Enlightenment	0.969	0.091	10.592	***	0.769		
	Mid-Level Rational persuasive guidance	0.951	0.092	10.306	***	0.776		
	Mid-Level Social Responsibility	1.052	0.102	10.313	***	0.768		
Mid-Level Paternalistic Leadership	Mid-Level Benevolent Leadership	1				0.867	0.904	0.759
	Mid-Level Virtuous Leadership	1.036	0.078	13.293	***	0.899		

Dimensions	Title Items	Non-standardized factor loadings	Standard Error	C.R. (t-value)	P	Standardized factor loadings	CR	AVE
	Mid-Level Authoritative Leadership	1.062	0.079	13.455	***	0.846		
Top-Level Transformational Leadership	Top-Level virtuous modeling	1				0.675	0.845	0.579
	Top-Level Visionary Motivation	1.073	0.111	9.679	***	0.789		
	Top-Level Individual Consideration	1.019	0.112	9.119	***	0.836		
	Top-Level Leading charisma	1.131	0.119	9.532	***	0.734		
Top-Level Servant Leadership	Top-Level Altruism	1				0.695	0.875	0.585
	Top-Level Emotional Soothing	1.147	0.118	9.729	***	0.755		
	Top-level Wisdom Enlightenment	1.147	0.112	10.277	***	0.786		
	Top-Level Rational Persuasive Guidance	1.097	0.112	9.812	***	0.793		
	Top-Level Social Responsibility	1.275	0.127	10.022	***	0.789		
Top-Level Paternalistic Leadership	Top-Level Benevolent Leadership	1				0.841	0.897	0.743
	Top-Level Virtuous Leadership	1.201	0.087	13.817	***	0.903		
	Top-Level Authoritative Leadership	1.067	0.082	13.002	***	0.841		

CORRELATION ANALYSIS AND DIFFERENTIAL VALIDITY

As seen from Table 4, the correlation coefficients between senior leadership (transformational, servant, and paternalistic) and mid-level transformational leadership are 0.322, 0.336, and 0.365 and all p-values are less than 0.01, from which it can be concluded that the three senior leadership styles have a significant positive relationship with mid-level transformational leadership. The correlation coefficients between senior leadership (transformational, servant, and paternalistic) and mid-level servant leadership are 0.394, 0.336, and 0.357 and the p-values are less than 0.01, from which it can be concluded that the three top leadership styles have a significant positive relationship with mid-level servant leadership. The correlation coefficients between top leadership (transformational, servant, and paternalistic) and mid-level paternalistic leadership are 0.401, 0.381, and 0.426 and the p-values are less than 0.01, from which it can be concluded that there is a significant positive relationship between senior leadership style and mid-level paternalistic leadership. The correlation coefficients between senior leadership (transformational, servant, paternalistic) and mid-level leadership (transformational, servant, paternalistic) and employee performance are 0.458, 0.432, 0.478, 0.417, 0.400, 0.433 and the p-values are all less than 0.01, from which it can be concluded that there is a significant positive relationship between middle and senior leadership styles and employee performance.

Table 4. Correlation analysis and differential validity

	Top-Level Transformational Leader	Top-Level Servant Leader	Top-Level paternalistic Leader	Mid-Level Transformational Leader	Mid-Level Servant Leader	Mid-Level Paternalistic Leader	Task Performance
Top-Level Transformational Leader	0.761						
Top-Level Servant Leader	.323**	0.764					
Top-Level paternalistic Leader	.452**	.385**	0.862				
Mid-Level Transformational Leader	.322**	.335**	.365**	0.768			
Mid-Level Servant Leader	.394**	.336**	.357**	.273**	0.760		
Mid-Level Paternalistic Leader	.401**	.381**	.426**	.270**	.273**	0.871	
Employee Performance	.458**	.432**	.478**	.417**	.400**	.433**	0.835

Remarks: **. At the confidence level (bivariate) of 0.01 is significant; *. 0.05 is significant at the confidence level (bivariate)

From Figure 2, it can be seen that the model fits the data well.

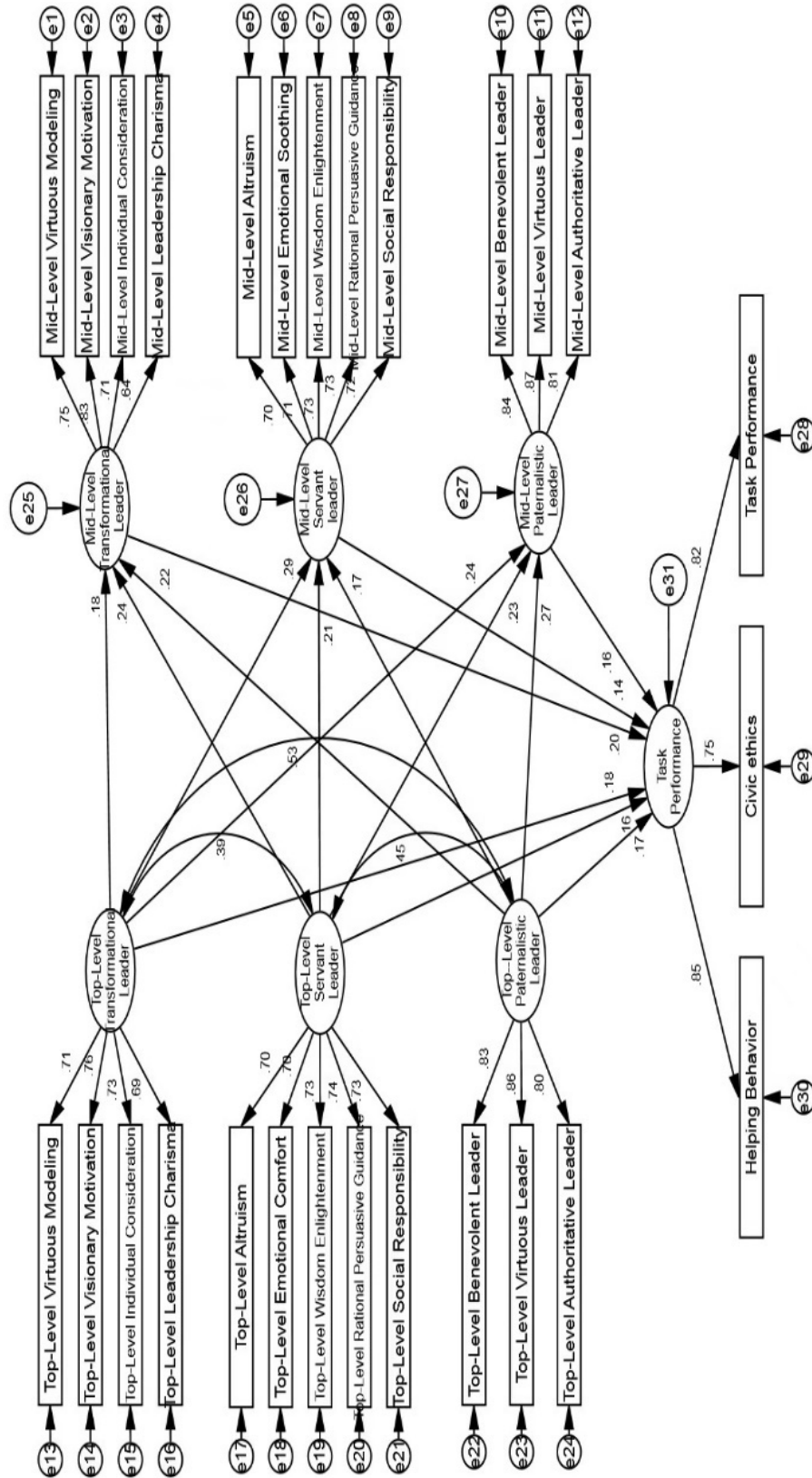


Figure 2. Structural equation model

As seen from Table 5, all the fit indicators meet the criteria, and the model fit is good.

Table 5. Model fit

Fitting Index	CMIN	DF	CMIN/DF	GFI	AGFI	TLI (NNFI)	IFI	CFI	RMSEA
Acceptance Range	-	-	<3	>0.8	>0.8	>0.9	>0.9	>0.9	<0.08
Measurement Value	619.950	306	2.026	0.897	0.873	0.927	0.937	0.936	0.052

From Table 6, it can be seen that the standardized coefficients of senior leaders (transformational, servant, and paternalistic) and middle-level leaders (transformational, servant, and paternalistic) on employee performance are: 0.177, 0.159, 0.171, 0.200, 0.141, 0.159, and the p-values are less than 0.01, it can be concluded that middle and senior-level (transformational, servant, and paternalistic) significantly and positively affect employee performance.

Table6. Structural equation model path coefficients

Path Relationships		Standardized factor	Non-Standardized factor	Standardized Error	T Value	P	Assumptions are established to support	
Employee Performance	<-- -	Top-Level Transformational Leader	0.177	0.35	0.134	2.614	0.009	Support
Employee Performance	<-- -	Top-Level Servant Leader	0.159	0.271	0.104	2.599	0.009	Support
Employee Performance	<-- -	Top-Level Paternalistic Leader	0.171	0.187	0.072	2.609	0.009	Support
Employee Performance	<-- -	Mid-Level Transformational Leader	0.2	0.317	0.091	3.467	***	Support
Employee Performance	<-- -	Mid-Level Servant Leader	0.141	0.211	0.087	2.421	0.015	Support
Employee Performance	<-- -	Mid-Level Paternalistic Leader	0.159	0.177	0.066	2.677	0.007	Support

Remarks : ***=P<0.001

MEDIATION EFFECT

This paper uses the bootstrap method, with the results are shown in Table 7. Middle-level transformational leaders have a mediating effect between top-level leaders (transformational, servant, and paternalistic) on employee performance, with indirect effect values of 0.036, 0.048, and 0.045, respectively. Middle-level service-oriented leaders have a mediating effect between top-level leaders (transformational, servant, and paternalistic) on employee performance, with indirect effect values of

0.040, 0.030, and 0.024, respectively. Middle-level paternalistic leadership has a mediating effect on employee performance between senior-level leadership (transformational, servant, and paternalistic) with indirect effect values of 0.038, 0.036, and 0.042, respectively.

Table 7. Mid-Level Leader Mediation Validation

	Point Estimate	Mackinnon	
		PRODCLIN2	
	Indirect Effects	Lower	Upper
1. Top-Level Transformational Leadership - Mid-Level Transformational Leadership - Employee Performance	0.036	0.0103	0.1708
2. Top-Level Servant Leadership - Mid-Level Transformational Leadership - Employee Performance	0.048	0.0220	0.1730
3. Top-Level Paternalistic leadership - Mid-Level Transformational leadership - Employee performance	0.045	0.0110	0.1100
4. Top-Level Transformational Leadership - Mid-Level Servant Leadership - Employee Performance	0.040	0.0118	0.1905
5. Top—Level Servant Leadership - Mid-Level Servant Leadership - Employee Performance	0.030	0.0066	0.1266
6. Top-Level Paternalistic leadership - Mid-Level Servant leadership - Employee performance	0.024	0.0042	0.0580
7. Top-level transformational leadership - Mid-level paternalistic leadership - Employee performance	0.038	0.0135	0.1765
8. Top-Level Servant Leadership - Mid-Level Paternalistic Leadership - Employee Performance	0.036	0.0113	0.1405
9. Top-Level Paternalistic Leadership - Mid-Level Paternalistic Leadership - Employee Performance	0.042	0.0088	0.1055

FINDINGS

The analysis of the study results shows that the three leadership styles of transformational (servant and paternalistic, at both the top and middle levels) have a significant positive relationship with employee performance. It also shows that the middle leadership style positively mediates the top leadership style and employee performance. In terms of impact on employee performance, transformational leadership shows the best results at both the top and middle levels, with paternalistic leadership second and finally servant leadership at the same level.

Regarding which middle and senior leadership style pairing is the best, the sample is relatively small, and the gap between various pairing combinations is not evident from the data. If the sample size is enlarged, the coefficient will likely expand year-on-year. Therefore, we can assume that the pairing effect of top servant leadership and middle transformational leadership is the best, the combination of top paternalistic leadership and middle transformational leadership is the second-best, and the combination of top paternalistic leadership and middle-level servant leaders is the weakest.

DISCUSSION

RECOMMENDATIONS FOR RESEARCHERS

This paper extends the study of top and middle leadership's combined effect on employee performance as a positive response to the call for multi-layer or cross-layer analysis in leadership research. The findings further enrich the literature on leadership style-related theories. The middle leadership style plays a positive mediating role between the top leadership style and employee performance. The trickle-down effect is further verified, i.e., the top leadership will have a permeating influence on employees through the middle leadership, and the top's influence on the middle is generally more significant than the influence on grassroots employees. However, the difference between the influence of the middle leadership on the grassroots and the influence of the top on the grassroots is not apparent, which is inconsistent with the trickle-down effect that the middle leadership communicates more with the grassroots and has more influence on the grassroots, and further verification is needed.

All three types of leaders showed a positive effect on employee performance, with the best being transformational leadership, followed by paternalistic leadership, and finally servant leadership. This finding is consistent with C. Li et al.'s (2007) finding that transformational leadership has a stronger predictive power on leadership effectiveness than paternalistic leadership in this particular cultural context in China. It is also consistent with H. Yu et al.'s (2014) study, which found that paternalistic leadership behaviors increased employee performance more significantly than servant-leadership behaviors. However, findings are inconsistent with Deng et al.'s (2012) finding that servant leadership has higher leadership effectiveness than paternalistic leadership for employees in mainland Chinese firms. This finding is different from that of this paper's study. Interested scholars can do further research.

The better performance of diverse pairings in middle and senior leadership combinations is consistent with previous research suggesting that leadership styles have their own strengths and can be complementary. For example, Ju et al. (2008) found paternalistic leadership's dimensions of virtue and benevolence were superior in maintaining employees' emotions and job satisfaction. Transformational leadership was superior in organizational commitment and superior-subordinate communication. H. Yu et al. (2014) found that paternalistic leadership improved employee performance more significantly than servant leadership, and servant leadership improved employee satisfaction more significantly than paternalistic leadership, and that the positive effects of paternalistic leadership on job performance and job satisfaction were stronger to achieve optimal leadership effectiveness when moderated by high levels of servant leadership behaviors. This paper further provides a comparative study of multiple leadership styles to validate the recognition and adaptability of leadership styles and further explains the complex relationship between leadership styles and employee job performance. Scholars can conduct comparative research on other leadership styles, and there may be different results.

RECOMMENDATIONS FOR PRACTITIONERS

The findings of this paper have some reference value for the choice of leadership behaviors of corporate managers and the formation of middle and senior leadership teams. Transformational, paternalistic, and servant leadership all positively influence employee performance. All play a positive mediating role at the middle level; therefore, adopting any of these leadership behaviors has a positive effect on the company. However, the transformational leadership style that performs best for an individual is not simply used to form the middle and senior leadership team. Instead, the beneficial elements of transformational, paternalistic, and servant leadership behaviors are supposed to be incorporated and adapted to improve the performance of private companies in the context of informing in the Chinese culture. In addition, companies should pay more attention to middle leadership because it mediates the influence of senior leadership on employees.

Practicing leaders will gain from this research by balancing leadership roles according to individual characteristics, organizational characteristics, and stages of growth (Petter, 2000). Business leaders should also adapt their leadership style and management style to meet the changing needs of the company in order to achieve the goal of stable and sustainable development. For middle and senior leadership style configuration, it could be seen that when the senior leadership is the transformational type, the middle servant type leadership goes best with it. When the senior leadership is servant or paternalistic, the middle transformational type leadership performs best with it. We can select the most suitable middle and senior leaders in the corporate practice, like recruitment, to help communication between middle and senior leaders, and even to transfer to the best leadership style configuration in boosting agreement and implement of strategies. For example, when the senior leaders are transformational, the middle leaders should adopt a servant leadership style. Doing so will help the middle and senior leaders reach high-quality decisions and help the middle leaders achieve the best performance in mediating the performance of senior leaders and employees, and then promote the implementation of decisions to achieve employee performance.

FUTURE RESEARCH

Because cross-sectional data were taken, the generalizability of the findings still needs further validation. There are many types of leadership styles, and there are other types of leadership styles that can be explored comparatively, perhaps leading to different findings. From another point of view, various leaders have their own advantages, and they are not mutually hindering. More research is needed on team formation in various contexts (Salazar & Lant, 2018). An organic organizational structure supports knowledge creation and integration through organizational learning with deep and continuous social interaction or dialogue (Trivedi & Misra, 2018).

Thus we can further examine the influence of leaders on employees. We can explore how to use their advantages, such as improving shared leadership and shared communication (Morgan et al., 2021). This finding aligns with the advocacy of interdisciplinary research to strengthen communication and the practical skills that enterprise managers should have to maintain competitiveness in today's rapid development of information.

REFERENCES

-
- Bachrach, D. G., Wang, H., Bendoly, E., & Zhang, S. (2007). Importance of organizational citizenship behavior for overall performance evaluation: Comparing the role of task interdependence in China and the USA. *Management and Organization Review*, 3(2), 255-276. <https://doi.org/10.1111/j.1740-8784.2007.00071.x>
- Barbuto, J. E., & Wheeler, D. W. (2006). Scale development and construct clarification of servant leadership. *Group & Organization Management*, 31(3), 300-326. <https://doi.org/10.1177/1059601106287091>
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. The Free Press.
- Bass, B. M. (1995). Theory of transformational leadership redux. *The Leadership Quarterly*, 6(4), 463-478. [https://doi.org/10.1016/1048-9843\(95\)90021-7](https://doi.org/10.1016/1048-9843(95)90021-7)
- Bass, B. M., & Avolio, B. J. (1990). Developing transformational leadership: 1992 and beyond. *Journal of European Industrial Training*, 14(5), 21-27. <https://doi.org/10.1108/03090599010135122>
- Burns, J. M. (1978). *Leadership*. Harper & Row.
- Chen, G., & Bliese, P. D. (2002). The role of different levels of leadership in predicting self-and collective efficacy: Evidence for discontinuity. *Journal of Applied Psychology*, 87(3), 549-556. <https://doi.org/10.1037/0021-9010.87.3.549>
- Chen, L., Yang, B., & Jing, R. (2012). CEO Paternalistic leadership and TMT effectiveness: The mediating role of team cohesion. *Journal of Industrial Engineering / Engineering Management*, 26(1), 13-19.
- Chen, P., Yang, F., & Shi, W. (2016). Servant leadership: Concept, measurements, influencing factors, and consequences. *Advances in Psychological Science*, 24(1), 143-157. <https://doi.org/10.3724/SP.J.1042.2016.00143>

The Impact of Middle and Senior Leadership Styles on Employee Performance

- Cheng, B., Chou, L., & Farh, J. (2000). A triad model of paternalistic leadership: Constructs and measurement. *Indigenous Psychological Research in Chinese Societies, 14*, 3-64.
- Cheng, B., Zhou, L., & Huang, M. (2003). The three element mode of paternalistic leadership: Evidence from Chinese mainland enterprises. *Indigenous Psychological Research in Chinese Societies, 20*, 209-252.
- Deng, Z., Chen, W., Huang, L., & Hu, D. (2012). Comparative study of effects between servant leadership and paternalistic leadership on employee's attitude and behaviors. *Research on Economics and Management, 7*, 101-110.
- Farh, J., & Cheng, B. (2000). A cultural analysis of paternalistic leadership in Chinese organizations. *Indigenous Psychological Research in Chinese Societies, 13*, 127-180.
- Greenleaf, R. K. (1977). *Servant leadership: A journey into the nature of legitimate power & greatness*. Paulist Press.
- He, L., & Ling, W. (2010). The role of leadership style on employees' job performance: The impact of organizational identity and work engagement. *Enterprise Economy, 363*(10), 65-68.
- Ju, F., Xie, Z., & Bao, G. (2008). Western and local: A comparative study of the impact of transformational and paternalistic leadership on the performance of private enterprises. *Management World, 5*, 85-101.
- Judge, T. A., Piccolo, R., & Ilies, R. (2004). The forgotten ones? The validity of consideration and initiating structure in leadership research. *Journal of Applied Psychology, 89*(1), 36-51. <https://doi.org/10.1037/0021-9010.89.1.36>
- Li, C., Meng, H., & Shi, K. (2007). A comparative study on the relationship of transformational leadership, paternalistic leadership, and the PM theory with leadership effectiveness. *Psychological Science, 30*(6), 1477-1481.
- Li, C., & Shi, K. (2003). Transformational leadership and its relationship with leadership effectiveness. *Journal of Psychological Science, 26*(1), 115-117.
- Li, C., & Shi, K. (2005). The structure and measurement of transformational leadership in China. *Acta Psychologica Sinica, 37*(6), 803-811.
- Li, C., Tian, B., & Shi, K. (2006). Transformational leadership and employee work attitudes: The mediating effects of multidimensional psychological empowerment. *Acta Psychologica Sinica, 38*(2), 297-307.
- Li, X., Liang, L., & Wu, W. (2015). Transformational leadership and leadership effectiveness: Intermediate effect of self-construal. *Technology Economics, 34*(9), 110-119.
- Li, Y., & Ge, X. (2020). Research on the influence of servant leadership on the new generation employees' work passion. *Management Review, 32*(11), 220-232.
- Liden, R. C., Wayne, S. J., Zhao, H., & Henderson, D. (2008). Servant leadership: Development of a multidimensional measures and multilevel assessment. *The Leadership Quarterly, 19*(2), 161-177. <https://doi.org/10.1016/j.leaqua.2008.01.006>
- Ling, Q., & Wang, C. (2010). The lasting impact of servant leadership on employees' job performance. *Tourism Science, 24*(3), 39-48.
- Ling, Q., Wang, C., Zhang, X., & Chen, W. (2010). The impact of the style of "servant-type" leadership on employees' service quality. *Tourism Forum, 25*(4), 68-75.
- Ling, Q., Wang, C., Zhang, X., & Liu, X. (2010). The impact of servant leadership, departmental service climate and collective affective organizational commitment on employees' service quality in hotel and restaurant. *Tourism Forum, 3*(2), 199-207.
- Mäkinen, E. I. (2018). Complexity leadership theory and the leaders of transdisciplinary science. *Informing Science: the International Journal of an Emerging Transdiscipline, 21*, 133-155. <https://doi.org/10.28945/4009>
- Mayer, D. M., Kuenzi, M., Greenbaum, R., Bardes, M., & Salvador, R. (2009). How low does ethical leadership flow? Test of a trickle-down model. *Organizational Behavior and Human Decision Process, 108*(1), 1-13. <https://doi.org/10.1016/j.obhdp.2008.04.002>
- Meng, H., Song, J., Sun, Z., & Wan, W. (2011). How transformational leadership influences employee's job outcomes: An analysis of the mediated moderation effect. *Journal of Psychological Science, 34*(5), 1167-1173.

- Morgan, S. E., Ahn, S., Mosser, A., Harrison, T. R., Wang, J., Huang, Q., Ryan, A., Mao, B., & Bixby, J. (2021). The effect of team communication behaviors and processes on interdisciplinary teams' research productivity and team satisfaction. *Informing Science: The International Journal of an Emerging Transdiscipline*, 24, 83- 110. <https://doi.org/10.28945/4857>
- Petter, G. (2000). Information systems executives: The changing role of New IS/IT leaders. *Informing Science: the International Journal of an Emerging Transdiscipline*, 3(2), 31-39. <https://doi.org/10.28945/573>
- Pieterse, A. N., van Knippenberg, D., Schippers, M., & Stam, D. (2010). Transformational leadership and innovative behavior: The moderating role of psychological empowerment. *Journal of Organizational Behavior*, 31(4), 609-623. <https://doi.org/10.1002/job.650>
- Qiu, Y., & Yang, X. (2015). The impact of paternalistic leadership on working behavior of college teachers: Based on the comparison of task performance and organizational citizenship behavior. *Fudan Education Forum*, 13(6), 62-71.
- Redding, S. G. (1990). *The spirit of Chinese capitalism*. De Gruyter. <https://doi.org/10.1515/9783110887709>
- Ren, X., Sun, L., & Xing, L. (2021). TMT heterogeneity, team conflict, and enterprise green performance: An integrated analysis framework of the moderating effect of diversity CEO leadership styles. *Science & Technology Progress and Policy*, 38(20), 136-145.
- Salazar, M., & Lant, T. (2018). Facilitating innovation in interdisciplinary teams: The role of leaders and integrative communication. *Informing Science: The International Journal of an Emerging Transdiscipline*, 21, 157-178. <https://doi.org/10.28945/4011>
- Song, J., Sun, Z., & Meng, H. (2009). Transformational leadership style and its mediators: An integrative perspective. *Advances in Psychological Science*, 17(1), 147-157.
- Spears, L.C. (1998). *Insights on leadership: Service, stewardship, spirit, and servant leadership*. John Wiley & Sons.
- Trivedi, C., & Misra, S. (2018). Dialogue and the creation of transformative social change: The case of social enterprises. *Informing Science: the International Journal of an Emerging Transdiscipline*, 21, 107-132. <https://doi.org/10.28945/4012>
- Tsui, A. S., Pearce, J. L., Porter, L. W., & Tripoli, A. M. (1997). Alternative approaches to the employee-organization relationship: Does investment in employees pay off? *Academy of Management Journal*, 40, 1089-1121. <https://doi.org/10.2307/256928>
- Waldman, D. A., & Yammarino, F. J. (1999). CEO charismatic leadership: Level-of-management and level-of-analysis effects. *Academy of Management Review*, 24(2), 266-285. <https://doi.org/10.2307/259082>
- Wang, C., Ling, Q., & Zhang, X. (2009). Scale development and validation of servant leadership in Chinese organizations. *Nankai Business Review*, 12(3), 94-103.
- Wang, J., Wu, W., & Lu, X. (2017). Influence of servant leadership on employee work outcomes: Mediating role of affective trust. *Journal of Beijing Technology and Business University (Social Sciences)*, 32(3), 104-111.
- Wayne, S. J., Hoobler, J., Marinova, S. V., & Johnson, M. M. (2008). Abusive behavior: Trickle-down effects beyond the dyad. *Academy of Management*, 1, ii-6. <https://doi.org/10.5465/ambpp.2008.33622318>
- Xia, Y., & Shan, G. (2019). The influence of head nurses' paternalistic leadership styles on the job performance of nurses in primary hospitals in Guangdong Province. *Medicine and Society*, 32(11), 48-52.
- Xu, C., Liang, C., Shi, K., & Tian, X. (2014). Comparison of leadership effectiveness between transformational leadership and transactional leadership in higher education. *Journal of Higher Education*, 35(1), 38-45.
- Yan, A., Xiao, Y., & Tang, M. (2017). The cross-level analysis of servant leadership and employee's job performance: Psychological safety as a mediating variable. *Journal of Central South University (Social Science)*, 23(1), 74-71.
- Yang, H., Liu, J., & Li, M. (2011). The influences of transformational leadership on employees' innovative job performance. *Science and Technology Management Research*, 20, 157-160.
- Yang, L., & Wang, S. (2012). Research on the influence mechanism of transformational leadership on employees' organizational citizenship behavior. *Journal of Commercial Economics*, 4, 93-95.

The Impact of Middle and Senior Leadership Styles on Employee Performance

- Ye, B., Cai, Y., Liu, L., & Fu, H. (2021). The effect of servant leadership on employees' job performance: A multilevel moderated mediation model. *Chinese Journal of Clinical Psychology*, 29(2), 242-245+241.
- Ye, D. (2010). A summary of domestic research on transformational leadership. *Journal of Technical Economics & Management*, 4, 97-100.
- Yu, B., & Liu, X. (2008). Research on the mechanism of transformational leadership -- A new perspective based on goal setting. *Modern Management Science*, 4, 27-29.
- Yu, G., Yao, J., & Zhang, L. (2017). A study on the relations among paternalistic leadership, employee trust and work performance. *Journal of Northeast Normal University (Philosophy and Sciences)*, 286(2), 125-129.
- Yu, H., Guan, X., & Zheng, X. (2014). Paternalistic leadership creates work performance, servant leadership delivers job satisfaction: Integration of two types of leadership behaviors. *Science of Science and Management of S. & T.*, 35(6), 172-180. http://caod.oriprobe.com/articles/42046816/Paternalistic_Leadership_Creates_Work_Performance_Servant_Leadership.htm

AUTHOR



Qin Miao is a Ph.D. candidate at the Seoul School of Integrated Sciences & Technologies. Her research fields are strategic management and leadership.