

# An analysis of stress burnout and work engagement of paternalistic leadership using job demand-resource (JD-R) model

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## Abstract

**Purpose** – A paternalistic employer is one that looks down on its employees and expects them to do everything their way. On the other hand, the job demand-resource (JD-R) model, developed by Arnold Bakker and Evangelia Demerouti, has been widely used in the last decade to characterize the requirements and tools that an individual must have in order to do a task. Its inception occurred in 2006. The JD-R model is not widely utilised as a framework for managing workers, but it has been employed by select executives. This research used the JD-R model to examine the effects of benign, authoritarian and moral paternalistic leadership styles on job demands, sense of purpose, engagement and stress burnout among workers.

**Design/methodology/approach** – A structured questionnaire was framed using the literature of the JD-R model with the intention of being applied by a paternalistic leader in the work environment to meet the job demand, resource, work engagement and stress burnout of the employees. The study was conducted with 251 employees (respondents) from various sectors with a mean age of 31.58, of whom 57.8% were female and 42.2% were male. The collected data was analysed using structural equation modelling and Statistical Package for the Social Sciences for the correlation matrix.

**Findings** – Authoritarian leaders cause stress and burnout due to emotional demands rather than cognitive demands, while benevolent leaders increase engagement and minimize stress and burnout via meaningful work rather than influence at work, according to the study. Finally, moral leadership does not increase workers' demands for employment or resources.

**Originality/value** – One of the significant practical consequences of this study's findings is the importance of leaders in encouraging staff development. Why? Because businesses still have a lot of room to grow in terms of leadership development possibilities. Dinh *et al.* (2014) state that most organisations are very focused on the issue of how and which leadership traits should be used inside. Good leadership should be a top priority for companies that want their employees to enjoy coming to work each day (Chan, 2017). One of the aims of a talent practitioner might be to establish a culture where leaders exhibit compassion and followers are valued as much as family. Leaders often act as mentors to their employees, who may go to them for guidance or look up to them while they are going through tough times. Workers will experience less stress and burnout and have a more positive attitude about their employment as a result of increased engagement in their work. One way to deal with the positive interactions caused by authoritarian leadership is to provide inclusive leadership training or have one-on-one meetings with leaders to discuss how they may make positive use of their position and leadership power within the team or organisation. We know that there are a lot of rules and



bosses in this culture, but we still believe it is really important for leaders to be careful not to harm their employees. This might ensure that workers' well-being is considered. According to Gupta and Shaheen (2017), this approach has the potential to break the loop of high employee turnover intentions and the enormous expenses associated with retaining, retraining and recruiting new personnel. Consequently, companies may prioritise the positive relationships that develop under paternalistic management styles over those that are characterised by authoritarian leadership.

**Keywords** JD-R model, Paternalistic leadership, Stress burnout, Work engagement, Cognitive demands, Emotional demands

**Paper type** Research paper

## 1. Introduction

Many statistics have proven that work disengagement costs a huge loss per year for the organisation (Clack, 2020); similarly, employee stress burnout costs \$300bn globally (Bretland and Thorsteinsson, 2015). It was explained in the JD-R model (Schaufeli and Bakker, 2004) by two decades. This theory explained two different pathways: (1) the motivation pathway explains the increase in work engagement by job resources and (2) health erosion, which helps to increase stress burnout due to job demands. Lee and Ding (2020) demonstrated that leadership is highly related to work outcomes and the behaviour of the employees. Due to the dramatic changes that occur in the Indian industry environment, most of the employees suffer from devotion to the authority of the leader (Hofstede, 2011). It is quite huge in the southern area compared with the western area (Noordin and Jusoff, 2010; Schermerhorn and Bond, 1997). The Hofstede (2011) study also confirms that the trend of employees in the western area is more individualistic, whereas the southern area is more group-oriented. The first reason for the study was to focus on employees in the southern area because the study used the JD-R model since it concentrated on the western area where authentic leadership was more deployed (Adil and Kamal, 2020) since there is no evidence for any literature in the JD-R model applied to paternalistic leadership (Ramachandran *et al.*, 2012). The objective of the study is to examine how job demand-resource (JD-R) contribute to illuminating the connection among autocratic leadership, employee engagement and stress burnout. Academics interested in implementing paternalistic leadership styles in the future will find this kind of research valuable. As the article discusses thoroughly, paternalistic leadership styles impact employee stress, burnout, participation at work, job expectations and access to resources. Some examples of these kinds of leadership include moral, authoritarian and benign.

## 2. Review of literature

According to Farh and Cheng (2000), parental leadership is characterized by strong discipline, authority, faith, compassion and ethical integrity. Liberal, authoritarian and moral paternalism are the three main varieties of this style of leadership. There are essentially three distinct approaches to leadership: the benign, the authoritarian and the moral. A hallmark of authoritarian leadership is the imposition of entire control and authority on subordinates and the resulting demand for unquestioning obedience. In contrast, leaders who exhibit moral leadership are those that are exemplary in their honesty and moral integrity via selfless deeds, while leaders that exhibit beneficent leadership show a genuine interest in the happiness of their followers and their families. Both the 2004 and 2014 publications by Cheng, Eberly, Chiang, Farh and Cheng detail this. Giving employees more say in how they do their jobs is one way that benevolent leadership creates a safe and supportive workplace (Wang and Cheng, 2010); as a consequence, the outcomes improve. The JD-R theory provides a heuristic method for comprehending the ways in which work characteristics influence employee engagement, stress, burnout and performance (Schaufeli and Bakker, 2004). Particularly highlighted are these two pathways: the motivating route and the health degradation trail. When job resources are accessible, employees are more likely to be involved in their work, according to the motivational route. On the other hand, when workplace demands are there, employees are more likely to experience stress burnout, according to the health erosion road. According to Karasek (1979), meaning in work is defined as the "value of a work

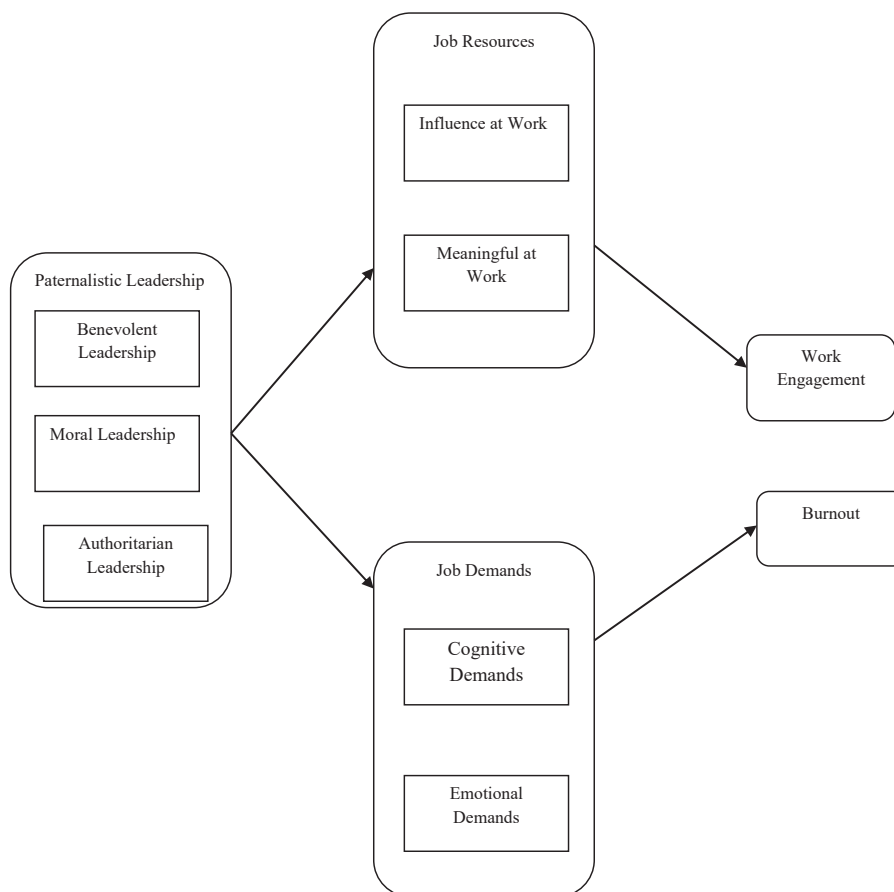
goal or purpose, judged in relation to an individual's own ideals or standards" and influence at work refers to the extent to which individuals may rule their own work without micromanagement. As stated by May, Gilson and Harter in 2004, working on something that matters and making an impact at work go hand in hand. Workers report higher levels of job satisfaction when they have agency over their daily choices (Lee *et al.*, 2017). Workers' cognitive talents are highly valued since they are necessary for activities that involve a lot of thinking. People are prized because they can think of innovative solutions to issues and make decisions in a way that machines cannot (Ghislieri *et al.*, 2018). Workers who are constantly switching between different tasks often get stress burnout. Huyghebaert *et al.* (2016) found that cognitive demands lead to mental exhaustion, while de Jonge and Dormann (2006) found that cognitively demanding and complex work activities are frequently indicators of stress burnout. These findings are consistent with Asian studies; for instance, a study of Indian employees found that mental and physical demands on the job contribute to stress burnout (Muhamad Nasharudin, Idris and Young, 2020). A large number of studies have investigated the antecedents (e.g. job demands, emotional display rules, job autonomy, social support and emotional intelligence) and consequences (e.g. efficacy, instructional quality, job satisfaction and burnout) of emotional labour or emotion regulation. While various job characteristics and specific working environments have notable implications for emotional labour, most studies focused on the impacts of general emotional job demands or the overall supportive or autonomous environment on emotional labour. In line with the predictions of the JD-R theory, these data proved that health erosion was the path. The mental strain of trying to meet the expectations of an overbearing boss is a known contributor to stress and anxiety (Laila and Hanif, 2017). The inability to manage one's distressing emotional roller coaster is a major contributor to stress burnout, according to studies (Schaufeli *et al.*, 2008). Concerning the health erosion path, similarly, benevolent leadership is defined using an honest and caring approach towards employees, often adopting a paternalistic position. As a result, we hope that feelings of gratitude, affection, openness and reverence would flourish (Chan *et al.*, 2013). According to studies (Chen *et al.*, 2014; Farh and Cheng, 2000), employees may experience less stress and better health as a consequence of positive emotions or reactions brought about by paternalistic leadership's caring attitude. By "walking the walk" and demonstrating a dedication to justice, moral leaders show their employees how to behave, which might cause them to respond in a similar way. Authoritarian managers, according to earlier studies on the characteristics of paternalistic leadership (Laila and Hanif, 2017), put their employees through greater mental and emotional stress and promote rule-following. Because of this unfortunate circumstance, employees experience anxiety or anger (Hiller *et al.*, 2019). Workers' mental health may be significantly impacted by these unpleasant sensations, according to research (Vecchio, 2000).

### 3. Proposed model

First, the JD-R hypothesis and paternalistic leadership are defined. In what follows, we will go over the steps used to formulate the research questions, conceptual framework and quantitative research methodology. The results of the hypothesis testing will be presented next. The study's pros, cons and suggestions for further research are detailed in the section that follows. In our last section, we discuss the research's implications, both theoretical and practical. Here is our proposed model, as seen in Figure 1.

### 4. Objectives of the study

- (1) To study paternalistic leadership and examine its effect on JD-R.
- (2) To evaluate the factors related to JD-R with respect to work engagement and stress burnout among employees.
- (3) To analyse the significant relationship between paternalistic leadership and JD-R use to improve work engagement and reduce stress burnout.



Source(s): Figure by authors

Figure 1. Frame work of paternalistic leadership

## 5. Research hypothesis

- H1. There is a significant relationship between job resources and moral and benevolent leadership styles.
- H2. There is a significant relationship between work demand and authoritarian leadership.
- H3. There is a significant relationship between work engagement and job resources.
- H4. There is a significant relationship between job demands and stress burnout.
- H5. There is a significant relationship between paternalistic leadership and participation in the workplace.
- H6. There is a significant relationship between connection between paternalistic leadership and engagement at work.

## 6. Method

### 6.1 Participants and analysis

About 251 workers (57.8% female and 42.2% male) from 33 separate service sector companies took part in this cross-sectional study. The median age of the participants was 31.58 years and the standard deviation was 9.60. The executives who took part were all professionals in white-collar jobs who had bachelor's degrees, worked for their present boss for at least three months, and did most of their work while seated at a desk. Workers remained for an average of 4.49 (SD = 5.96) years, with 3.26 (SD = 4.51) of those years spent working for the same supervisor. There was a 2,086.97 standard deviation in the wage average of 3,500 revenue per month (RM) and an average of 46.18 h worked per week (SD = 77.87). The whole set of test results was examined with the use of structural equation modelling in IBM's AMOS 27.0. This two-step process began with a confirmatory factor analysis model fit and then moved on to a structural model test of our hypotheses. For the 0.0067% of responses that were missing, we used expectation-maximization imputation to fill up the gaps. [Hair et al. \(2014\)](#) state that the following assumptions were evaluated before the overall analysis: normality, linearity and multicollinearity.

### 6.2 Instruments

To measure paternalistic leadership, the researchers relied on a 26-item scale created by [Cheng et al. \(2004\)](#). The authoritarian, empathic and moral aspects of the leadership approach are evaluated using the scale. You may find the attached scale, which goes from "strongly disagree" (one point) to "strongly agree" (six points). Authoritarian, moral and beneficent reliability and convergent validity were all validated in the present research (convergent (CR) = 0.84, average variance extracted (AVE) = 0.56, CR = 0.93, AVE = 0.58 and CR = 0.93, respectively). Following a previous publication by [Schaufeli et al. \(2006\)](#), the Work Engagement Scale (WES-9) was used by the researchers in this investigation. A person's level of immersion, dedication and intensity in their job was measured using this scale. A simple explanation is that the scale ranged from 1 (never) to 7 (every day). This research validated the reliability and convergent validity of the scale (CR = 0.93 and AVE = 0.64). [Diefendorff et al. \(2016\)](#) reported that in order to measure the extent of stress burnout, a three-item scale was used. A score of 1 indicated severe disagreement and a score of 5 indicated strong concurrence on the scale. This study verified the scale's reliability and convergent validity (CR = 0.87 and AVE = 0.69, respectively). The Copenhagen Psychosocial Questionnaire (COPSOQ II) was used to assess the impact on the job via the selection of four factors. According to [Pejtersen et al. \(2010\)](#), this questionnaire aims to assess a wide range of psychosocial aspects, including workplace expectations, organisational structure and job content. The work structure and job content subscale of the COPSOQ II scale was used in this study. The scale covered the whole spectrum, from 1 (never) to 5 (immediately). This investigation confirmed the validity and reliability of the scale (CR = 0.85, AVE = 0.66). Three items from the COPSOQ II were used to assess work meaning, as reported by [Pejtersen et al. \(2010\)](#). This research used the COPSOQ II work organisation and job contents subscale to assess the importance of one's employment. Using the measure, we were able to assess how fulfilled people felt by their work. The scale covered the whole spectrum, from 1 (never) to 5 (immediately). This study verified the scale's reliability and convergent validity (CR = 0.87 and AVE = 0.69, respectively). To measure the mental exertion, [Pejtersen et al. \(2010\)](#) used the four-item COPSOQ II. In this study, the cognitive demands scale was used as a subscale inside the COPSOQ II (job demands) instrument. The scale was used to quantify the mental demands of the work. One point equalled never, and five points meant always on a scale from one to five. The current study validated the scale using reliability and validity measures, which yielded a CR of 0.76 and an AVE of 0.61, respectively. In order to measure emotional demands, [Pejtersen et al. \(2010\)](#) used four items from the COPSOQ II. As a subscale of the COPSOQ II measuring occupational stress, the emotional demands scale was used in this study. The emotional demands of the job were assessed using this measure. 1 meant never, and 5 meant

always on the scale. In this study, we found that the scale is valid and reliable (CR = 0.89, AVE = 0.67). Listed within the parentheses is the original tally of items. With a total of 251 participants and *p*-values below 0.05 and 0.001, the study by Hair *et al.* (2014) displays the AVE square roots of the variables diagonally across the table. Correlations below these roots show strong discriminant validity.

## 7. Results and discussion

The reliability, correlations and descriptive statistics of the measures utilised in this inquiry are shown in Table 1. For multivariate analysis, Byrne (2016) employed bias-corrected and accelerated (BCa) bootstrapping using 2,000 bootstrap samples and a 95% critical incidents (CI) to deal with the non-normality requirement. All other conditions were satisfied. To further enhance the model's fit, six multivariate outliers were also eliminated.

### 7.1 Measurement model

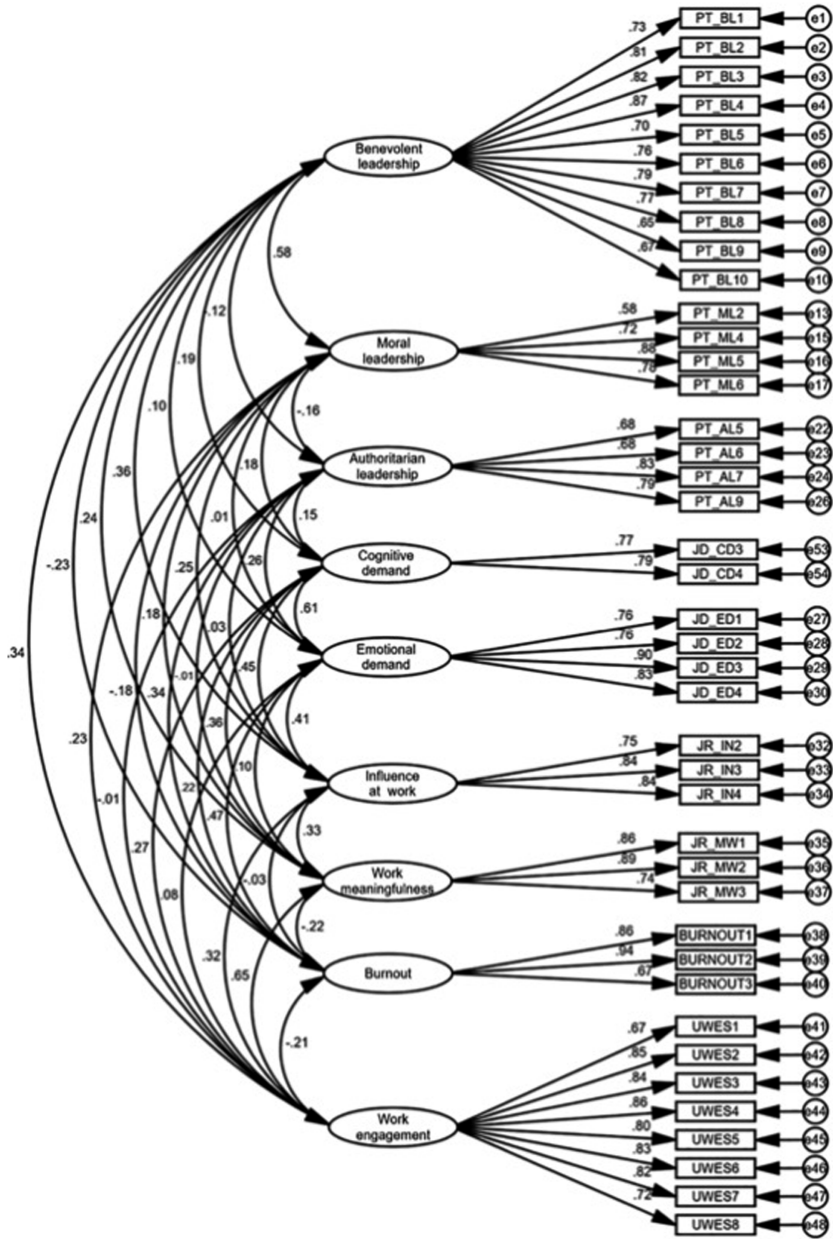
Leadership style (authoritarian vs moral vs benevolent), job engagement, stress, burnout, workplace impact, job meaningfulness, cognitive demands and emotional demands were all part of the measurement model that we reviewed. Following Kline's (2015) instructions, we ran a model fit test. Here are the criteria that would indicate a good fit: a comparative fit index (CFI) score of 0.90 or above; a standardised root mean square residual (SRMR) score of less than 0.08; a *p*-value of less than 0.05 and a ratio of  $\chi^2$  to df of less than 3. According to research conducted by Hair *et al.* (2014) and Schreiber *et al.* (2006).

Inadequate fit of the following values into the original model:  $\chi^2 = 3,655$ , *df* = 1,278,  $\chi^2/df = 2.73$ , *p* < 0.001, root mean square error of approximation (RMSEA) = 0.06, SRMR = 0.06 and CFI = 0.83. Thus, a measurement model was created with a good model fit and low-loading components could be removed one by one to make the model even better. Inadequate factor loadings led to the removal of 12 items. The following leadership traits are measured: authoritarian leadership (one item), moral leadership (two items), cognitive demands (two items), work engagement (five items) and influence at work (one item). These numbers show that the produced model was a good fit for the data:  $\chi^2 = 1,900$ , *df* = 733,  $\chi^2/df = 2.53$ , *p* < 0.001, RMSEA = 0.06, SRMR = 0.067, CFI = 0.90 and SRMR = 0.06. The completed measurement model is shown in Figure 2 below.

**Table 1.** Correlation matrix and square root of AVE of variables

Variables	1	2	3	4	5	6	7	8	9
Benevolent leadership	0.75								
Authoritarian leadership	-0.10*	-0.14*	0.72						
Moral leadership	0.57**	0.74							
Work engagement	0.32**	0.21**	-0.01	0.84					
Stress burnout	-0.26**	-0.14*	0.32**	-0.10**	0.80				
Work meaningfulness	0.22**	0.14*	-0.01	0.63**	-0.21**	0.32**	0.80		
Influence at work	0.33**	0.21**	0.02	0.3**	-0.10	0.79			
Emotional demand	0.11	0.01	0.26**	0.08	0.45**	0.40**	0.10	0.69**	0.84
Cognitive demand	0.17*	0.15*	0.13*	0.25**	0.20**	0.44**	0.33**	0.75	

**Source(s):** Table by authors



Source(s): Figure by authors

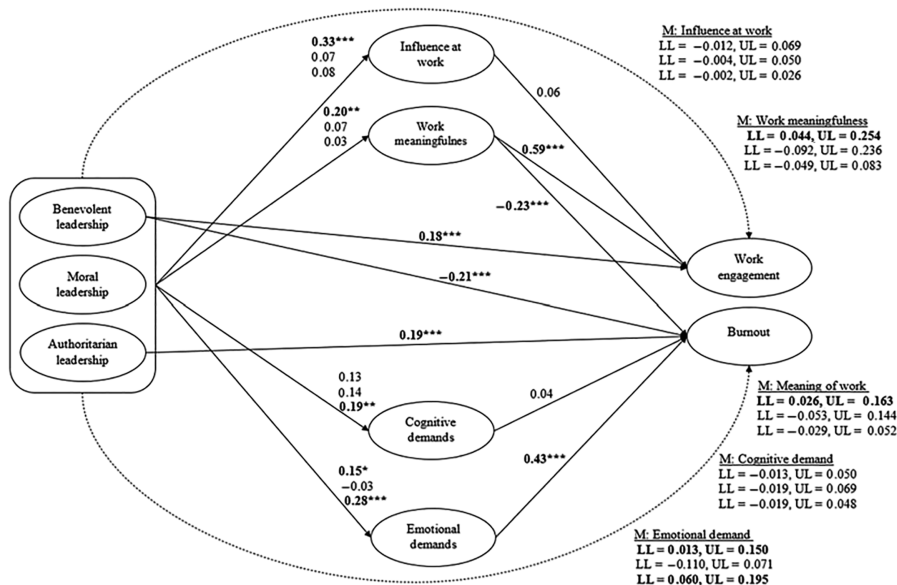
Figure 2. Final measurement model

### 7.2 Structural model

With  $\chi^2 = 1,996.27$ ,  $df = 754$ ,  $\chi^2/df = 2.65$ , CFI = 0.89, RMSEA = 0.06, SRMR = 0.08,  $p < 0.001$ , the suggested structural model was unable to give a satisfactory match. More regression pathways were added, the biggest modification index was sought and parameter

alterations were made to the regression weights across variables in order to re-specify the model (Byrne, 2016). According to Gallagher *et al.* (2008), the model only incorporates novel regression paths that provide robust theoretical backing. The four models that were re-specified were as follows: authoritarian leadership leading to stress burnout, work meaningfulness leading to stress burnout, benevolent leadership leading to work engagement and benevolent leadership leading to stress burnout. According to the following statistics, the re-specified final model fits satisfactorily:  $\chi^2 = 1,912.91$ ,  $df = 750$ ,  $\chi^2/df = 2.55$ , CFI = 0.90, RMSEA = 0.06, SRMR = 0.06,  $p < 0.001$ . Figure 3 below shows the final product.

Positive job resources are associated with ethical and beneficent leadership, according to Hypothesis 1. Conversely, there is an inverse relationship with autocratic leadership styles. Both job meaningfulness ( $\beta = 0.20$ ,  $p = .003$ ) and influence at work ( $\beta = 0.33$ ,  $p < 0.001$ ) were positively correlated with benevolent leadership, as per the study. No correlation was found between moral leadership and either job meaningfulness ( $\beta = 0.07$ ,  $p = 0.331$ ) or influence at work ( $\beta = 0.07$ ,  $p = 0.342$ ). Neither work engagement ( $\beta = 0.03$ ,  $p = 0.650$ ) nor influence at work ( $\beta = 0.08$ ,  $p = 0.159$ ) was correlated with the authoritarian leadership style. So, it may be said that we offered some evidence in favour of Hypothesis 1. According to Hypothesis 2, the workload is positively connected with an authoritarian leadership style, rather than a sympathetic or moral one. The study found a substantial correlation between authoritarian leadership and cognitive demands ( $\beta = 0.19$ ,  $p = .002$ ) and emotional demands ( $\beta = 0.28$ ,  $p < 0.001$ ). The emotional demands were inversely connected with benevolent leadership ( $\beta = 0.15$ ,  $p = 0.021$ ), whereas the cognitive demands had no relationship ( $\beta = 0.13$ ,  $p = 0.076$ ). There was no correlation between moral leadership and psychological and emotional demands ( $\beta = 0.14$ ,  $p = 0.071$ ), and the inverse was also true ( $\beta = -0.03$ ,  $p = 0.658$ ). As a result, Hypothesis 2 was somewhat supported by the findings. According to Hypothesis 3, there is a positive correlation between work engagement and job resources. The study found a positive correlation between job meaningfulness and work engagement ( $\beta = 0.59$ ,  $p < 0.001$ ), but



**Note(s):** —→ Direct effect, -----→ Mediation pathway, \* $p < 0.05$ ; \*\* $p < 0.01$ ; \*\*\* $p < 0.001$

**Source(s):** Figure by authors

**Figure 3.** Final model

no correlation between work influence and work engagement ( $\beta = 0.06, p = 0.254$ ). Thus, there were data that lends credence to [Hypothesis 3](#). According to [Hypothesis 4](#), there is a strong correlation between work expectations and burnout. Emotional demands were significantly associated with burnout ( $\beta = 0.43, p < 0.001$ ), whereas cognitive demands were not ( $\beta = 0.04, p = 0.561$ ). This means that evidence supports [Hypothesis 4](#) shown a favourable relationship with work impact and job significance (beta coefficient = 0.20,  $p = 0.003$ ). Moral leadership did not correlate with either job meaningfulness ( $\beta = 0.07, p = 0.331$ ) or influence at work ( $\beta = 0.07, p = 0.342$ ). Authoritarian leadership did not correlate with either work engagement ( $\beta = 0.03, p = 0.650$ ) or influence at work ( $\beta = 0.08, p = 0.159$ ). An authoritarian leadership style (as opposed to a caring or moral one) is positively associated with increased workloads, as stated in [Hypothesis 2](#). So, there was some proof that the first hypothesis was correct. A strong relationship between authoritarian leadership and both cognitive demands ( $\beta = 0.19, p = 0.002$ ) and emotional demands ( $\beta = 0.28, p < 0.001$ ) was discovered in the research. The emotional demands were inversely connected with benevolent leadership ( $\beta = 0.15, p = 0.021$ ), whereas the cognitive demands had no relationship ( $\beta = 0.13, p = 0.076$ ). There was no correlation between moral leadership and psychological and emotional demands ( $\beta = 0.14, p = 0.071$ ), and the inverse was also true ( $\beta = -0.03, p = 0.658$ ). According to [Hypothesis 3](#), there is a positive correlation between work engagement and job resources. Consequently, there was some evidence to support [Hypothesis 2](#). Results showed that job meaningfulness and work engagement were positively correlated ( $\beta = 0.59, p < 0.001$ ), whereas work engagement and influence at work were not correlated ( $\beta = 0.06, p = 0.254$ ). Thus, there were data that lends credence to [Hypothesis 3](#). The fourth hypothesis is that high expectations at work are positively correlated with stress burnout. Stress burnout was strongly connected with emotional demands ( $\beta = 0.43, p < 0.001$ ), but not with cognitive demands ( $\beta = 0.04, p = 0.561$ ). Thus, there were data that lends credence to [Hypothesis 4](#).

### 7.3 Mediation analysis

To test [Hypothesis 5](#), we will look at how the three leadership styles relate to employees' engagement on the job and how work meaningfulness and influence at work moderate those connections. Furthermore, we will investigate how authoritarian leadership acts as a mediator between leadership style and employee engagement on the job ( $B = 0.016$ , BCa 95% CI [-0.049 to 0.083],  $p = 0.621$ ). There was only limited confirmation of [Hypothesis 5](#). Sixth hypothesis: The connection between paternalistic leadership and employee engagement is moderated by job demands. In the relationships between altruistic leadership and stress burnout ( $B = 0.006$ , BCa 95% CI [-0.013 to 0.050],  $p = 0.399$ ), moral leadership and stress burnout ( $B = 0.009$ , BCa 95% CI [-0.019 to 0.069],  $p = 0.366$ ) or authoritarian leadership and stress burnout ( $B = 0.008$ , BCa 95% CI [-0.019 to 0.048],  $p = 0.443$ ), cognitive demands did not serve as a significant mediator in these relationships. Emotional demands moderated the link between stress burnout and authoritarian or benevolent leadership styles (70.3, BCa, 95% CI: [0.013-0.150],  $p = 0.018$ ) ( $B = -0.020$ , BCa 95% CI [-0.110 to 0.071],  $p = 0.653$ ). No amount of emotional pressure could break the connection between moral leadership and stress exhaustion. The findings provided some support for [Hypothesis 6](#).

### 7.4 Discussion

The results back up the assertion that paternalistic leadership, with all its complexities, is inherently ineffective. Paternalistic leadership styles, which uphold cultural norms such as a relationship-centred culture that respects authority, are also backed up by the results ([Hofstede, 2011](#)). Much of the prior research that has connected JD-R theory to leadership has been on traditional, linear leadership styles like empowering and transformational leadership ([Katou et al., 2021](#); [Lee et al., 2019](#)). Academics have likewise paid little attention to the three facets of paternalistic leadership described by the JD-R hypothesis. Our analysis contributes to the existing literature by analysing the prominent paternalistic leadership style in Asia, which

balances authoritarian traits with more benign and moral ones (Chan *et al.*, 2013). Employees' JD-R are linked to this leadership style via motivational and health-degrading channels. Stress, emotional and cognitive demands and burnout are all worse under authoritarian leadership. The attractiveness of caring leadership is associated with higher levels of engagement, job satisfaction and workplace impact. Ethical leadership-related correlations were not detected when the JD-R hypothesis was tested. Two particular questions were the focus of our study: How can workplace resources like influence and meaningful work as well as improved engagement and the activation of the motivational pathway, relate to the moral and ethical components of paternalistic leadership? To what extent does the authoritarian style of paternalistic leadership contribute to the psychological and emotional toll on staff members? According to the research, employees are more engaged and experience less stress burnout when their leadership is benevolent rather than authoritarian or moral. Rather than influence at work, this was accomplished via enhanced job meaningfulness. Evidence suggested that emotional pressures, rather than cognitive expectations, moderated the association between authoritarian leadership styles and stress burnout, as than more lenient or moral forms.

### 8. Strengths, limitations and future research directions

To our knowledge, this is the first research to compare and contrast democratic versus authoritarian leadership styles. There is a mutual dependence between the three principles of the JD-R theory, which state that benign leadership has beneficial effects, authoritarian leadership has bad consequences and ethical leadership has favourable affects. The present results emphasize the link between paternalistic leadership and the resources and demands of the workplace for employees, whereas earlier research simply indicated that such leadership styles could exhibit both pull and push characteristics (Cheng *et al.*, 2002). The study does have some small limitations, and they must be pointed out. The study's cross-sectional design is the primary problem, as it makes it difficult to attribute causes to specific variables (Lewig and Dollard, 2003). A causal link between the variables cannot be asserted, despite the fact that this study has generated many mediation analysis models based on varied assumptions. To delve into these links, one might use a longitudinal study technique. By using a longitudinal method, researchers may sidestep the issues brought about by frequent procedure variance (Podsakoff *et al.*, 2003). Hence, future research should use a longitudinal study approach to understand the leadership's effect on the availability of work resources and demands over time. Furthermore, this study did not examine how the different components of paternalistic leadership interact with one another. The effectiveness of leaders who are empathetic and ethical is often dramatically different from that of authoritarian leaders. However, studying the interplay between various leadership styles is essential for delving into the mechanics of these types. Thus, in the future, researchers may think about how the elements of paternalistic leadership interact with one another.

### 9. Practical implications

One of the significant practical consequences of this study's findings is the importance of leaders in encouraging staff development. Why? Because businesses still have a lot of room to grow in terms of leadership development possibilities. Dinh *et al.* (2014) state that most organisations are very focused on the issue of how and which leadership traits should be used inside. Good leadership should be a top priority for companies that want their employees to enjoy coming to work each day (Chan, 2017). One of the aims of a talent practitioner might be to establish a culture where leaders exhibit compassion and followers are valued as much as family. Leaders often act as mentors to their employees, who may go to them for guidance or look up to them while they are going through tough times. Workers will experience less stress and burnout and have a more positive attitude about their employment as a result of increased engagement in their work. One way to deal with the positive interactions caused by authoritarian leadership is to provide inclusive leadership training or have one-on-one meetings

with leaders to discuss how they may make positive use of their position and leadership power within the team or organisation. We know that there are a lot of rules and bosses in this culture, but we still believe it is really important for leaders to be careful not to harm their employees. This might ensure that workers' well-being is considered. According to [Gupta and Shaheen \(2017\)](#), this approach has the potential to break the loop of high employee turnover intentions and the enormous expenses associated with retaining, retraining and recruiting new personnel. Consequently, companies may prioritise the positive relationships that develop under paternalistic management styles over those that are characterised by authoritarian leadership.

## 10. Conclusion

Based on its associations with enhanced workplace impact and engagement, reduced stress burnout and associated mediation pathways, the current study lends support to the hypothesis that the altruistic component of paternalistic leadership is vital. There is, however, a middle ground that links autocratic leadership styles to mounting emotional demands and stress exhaustion. The findings of this research add to the growing body of data linking paternalistic leadership styles to the motivational and health degradation pathways associated with the JD-R hypothesis. Examining paternalistic leadership through the lens of the three sub-styles is crucial since the findings reveal that paternalistic traits precede the JD-R theory pathways. Future studies might investigate the impact of paternalistic leadership on productivity and how its three components interact with one another. While not directly related to the JD-R theory, future research may investigate paternalistic leadership's moral component in ethical settings, such as those requiring truthfulness or integrity. A three-wave technique, which is a longitudinal approach, could help us understand the linkages better.

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