Casting The Power of Paternalistic Leadership and Affective Trust for Innovative Behavior in Higher Education Institution

by Siti Zulaikha Wulandari

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Abstract

Innovation is a key determinant for higher education sustainability. Existing studies advocate the importance of cultivating innovative thinking among lecturers. Given the increasing demand for higher-order thinking among employees, this study aims at scrutinizing the power of paternalistic leadership and affective trust in fostering innovative behavior among academicians from private and public universities in Indonesia. Authors use paternalistic leadership theory to advance a novel conceptualization of leadership style in higher education. In this study, the proposed conceptual structure was tested using a quantitative approach. Data were collected from 100 academics in the central Java province of Indonesia in State and private universities. Data have been analyzed by structural equation modeling (SEM). The research confirmed the positive effect on innovating actions of academicians of moral leadership, affective confidence, and benevolent leadership. Authoritarian leadership has a detrimental effect on the academics' innovative actions.

Keywords: *Paternalistic Leadership, Affective Trust, Innovative Behavior, Private Universities*

1. Introduction

Paternalist leadership has become a key research subject in organizational behavior over the last two decades (Pellegrini & Scandura, 2008). The leadership style is typical in non-Western societies and can be seen to some degree in community growth.(Tian & Sanchez, 2017). This paternalistic style of leadership has received greater attention in the research literature, given the present interest in non-western cultures due to the growth of the Asian economy.(Erben & Guneser, 2008; Fu, Li, & Si, 2013; Jiing-Lih Farh & Cheng, 2000; Martinez, 2003). Research into non-Western cultures, such as Japan, China, Mexico, Turkey, and India, shows that the connections between leaders and subordinates willingly reduced the comfort and security by demonstrating conformity to third-party authorities. Study on Western viewpoints appears to look negative at paternalism because of its authoritarianism thought.

Paternalistic leadership is an important leadership in the business world of eastern culture (Martinez, 2003; Pellegrini & Scandura, 2006). In the Western world, paternalistic leadership is a leadership style defined as a "benevolent dictatorship" (Northouse, 1997), and it is of interest to researchers today (Mert & Özgenel, 2020).

Zheng's (2016) research proposed a dualistic model of paternalistic leadership. Paternalistic leadership is divided into compassion and authority. In further research (Jia & Pan, 2020) the model is modified again, adding a dimension of morality, and finally obtaining a tri-modal model which includes authoritarian leadership, benevolent leadership, and moral leadership (P. Wang & Wang, 2018). There are three aspects of paternalistic leadership: authoritarianism, morality, and benevolent (Erben & Guneser, 2008; Jiing-Lih Farh & Cheng, 2000; McDonnell, Collings, & Burgess, 2012; Tian & Sanchez, 2017). A new body of research on paternalistic leadership has grown recently Jing-Lih Farh et al., (2018). Which focused more on the three aspects of paternalistic leadership. Other inquiries have only deployed one dimension(Gumusluoglu, Karakitapoğlu-Aygün, & Scandura, 2017) while others used two dimensions of paternalistic leadership(Wu, Hu, & Jiang, 2012).

In Indonesia, paternalist leadership research is burgeoning because it is one of the best practiced and leading management

style in Asian, Middle East, and Latin American CountriesChen et al., 2014. Paternalistic leadership in Indonesia also aligned with the value of Pancasila as the state's ideology. Social life is regulated by norms that must be adhered to by every community member in their behavior.

Authoritarianism denotes leaders' behavior affirming control and responsibility and requiring obedience, which subordinates do not need to challenge. Benevolent is the actions of leaders who display an autonomous and holistic regard to the personal and family wellbeing of their subordinates. While, morality signifies the behavior of leaders who, by acts of selflessness, have superior morality and integrity(Farh & Cheng, 2000). Academics argue that it is not necessary to scrutinize the three elements of paternalist leadership simultaneously. Instead, they can be examined in Jing-Lih Farh, Liang, Chou, & Cheng, 2018). Some researches have included only authoritarianism and benevolent (see for instance Zhang et al., 2015) alone, while others have only considered authoritarianism and moral leadership in their studies Zhang et al., 2015). The results of the study confirm the effect of authoritarian leadership and benevolent leadership on affective trust and innovative behaviour (Tian & Sanchez, 2017). Benevolent leadership a model for innovative behavior around and within teams(Fu et al., 2013). The influence of authoritarian leadership and benevolent leadership are different effect on the three dimensions of paternalist leadership.

Benevolent leadership is described as leader behavior in which leaders show individual concern for family welfare and employee needs (Jiing-Lih Farh & Cheng, 2000). In addition to work-related issues, a benevolent leader shows concern for issues surrounding employees' personal and family issues, expresses concern for individual comfort, provides support when individuals are underperforming, and supports individuals when they have problems. As a result of the leader's behavior, subordinates express gratitude and feel obliged to give back in the same way (Z. X. Chen, Tsui, & Farh, 2002).

In particular, studies conducted in the Chinese context have shown the validity of paternalistic leadership in predicting employee attitudes and performance(Cheng, Chou, Wu, Huang, & Farh, 2004).

We chose to focus on trust because of its very important role in explaining leadership effectiveness (Dirks & Skarlicki, 2004; Yang & Mossholder, 2010; Yang, Mossholder, & Peng, 2009). Trust is often conceptualized as a critical mediation mechanism in the process of social exchange between leaders and followers (Dirks & Ferrin, 2002) and serves to stabilize interpersonal social relationships. Affective trust signifies a strong personal bond and feeling positive emotions towards the trustee (McAllister, 1995).

Affective trust refers to trust based on personal bonds and sharing a positive influence between two people (Webber, 2008). An individual develops affective trust towards his partner when the individual associates his partner's behavior with sincere and selfless motives (McAllister, 1995) and develops positive feelings towards the partner based on the demonstration of the partner's character. Affective trust signifies a strong sense of sharing in a relationship where the individual is willing to express new ideas and concerns without fear of being reprimanded or ridiculed. Affective trust is an essential mechanism to recognize the need to function and display more engagement in organizational citizenship among supporters and moral leaders (Gumusluoglu et al., 2017).

This research concentrates on trust because of its key role in explaining the efficacy of leadership (Tian & Sanchez, 2017). Leaders execute affective trust as a key role in demonstrating how paternalism will inspire academics to comply with high-performance expectations. Affective trust facilitates creative actions and information sharing for employees (Mesut Sagnak, 2012) because this type of behavior implies risk (Grant & Berry,

2011) and allow leaders to work in harmony with their followers Katou (2015). An affective trust encourages innovative behavior often as workers know their leaders care about them and are prepared to protect them against risk retaliation (Oldham & Cummings, 1996). Therefore, Leadership promote creativity and innovation among followers (Y. Wang, Tang, Naumann, & Wang, 2017). Previous research has examined how leaders stimulate innovative behavior (Jansen, Bosch, & Volberda, 2006).

Some firms in Singapore, Indonesia, China, Hong Kong, Taiwan, and elsewhere have considered paternalistic leadership as a traditional way of governing (L. J. L. Farh, Liang, Chou, & Cheng, 2008) And paternalistic research in leadership has a profound influence on Chinese companies' exploratory and exploitative innovation. Scholars have exerted considerable effort toward understanding the consequences of paternalistic behavior across nations with contradictory findings. However, researchers have not devoted much attention to the role of mediating variables on paternalistic leadership's impact on innovative behavior.

Further, researchers have conducted most existing studies in the manufacturing firm context. Nevertheless, with the increasing use of paternalistic leadership among higher education institution makhdoom M. Aamiir Duryab Hashmi, "Impact of Transformational and Paternalistic Leadership Styles on Employees Satisfaction, Commitment, and Trust in Higher Education Institutes," 2014.there is mounting interest in its immediate consequences (e.g.Nabaho, Turyasingura, Aguti, & Andama, 2020).

The potential for paternalistic leadership can be quite high, such as when organizations are at a time when social relationships are at the forefront of organizations. On the other hand, more research is needed on paternalistic leadership behavior in educational organizations. Due to their structure, processes, service areas and employees, educational organizations are different from other organizations. In educational organizations, there is no strict hierarchical structure between the principal (superiors) and teachers (subordinates) (Mert & Özgenel, 2020).

Research on this issue, however, is generally limited to investigating how paternalistic behavior affect affective trust and, therefore, employee's innovative behavior(X. P. Chen et al., 2014). States that Paternalistic leadership can inhibit innovation(Pellegrini & Scandura, 2008). Whereas the research (Zhiying, 2017), it notes that authoritarian leadership negatively impacts innovative behavior, benevolent leadership positively impacts innovative behavior, and moral leadership positively impacts innovative behavior. Research proved that authoritarian leadership's detrimental effect on innovative behavior, benevolent leadership's positive effect on innovative behavior, and morality's positive impact on innovative behavior(Fu et al., 2013).

Research by (Tian & Sanchez, 2017) Argues that authoritarian leadership no longer works to inspire innovative behavior among employees. However, the combination of authoritarian leadership and high benevolence promotes constructive actions and the sharing of knowledge. This analysis is different from previous studies (Zhiying, 2017), the states that authoritarian leadership has no positive influence on innovative behavior. The existence of paternalistic leadership behavior in educational organizations can be better explained by examining new concepts and adding new variables (Mert & Özgenel, 2020).

This research provides new insight into paternalistic leadership theory development by examining the role of authoritarianism, benevolence, and morals through affective trust while affecting innovative behavior. This research was conducted in higher education institutions (HEIs) in Indonesia

because HEIs play a crucial role in supplying highly innovative future employees for organizations. The purpose of this study is to create the link between paternal leadership encompassing

benevolent, moral leadership and authoritarianism, and innovative behavior being mediated by affective trust. The proposed research model is presented in figure 1.
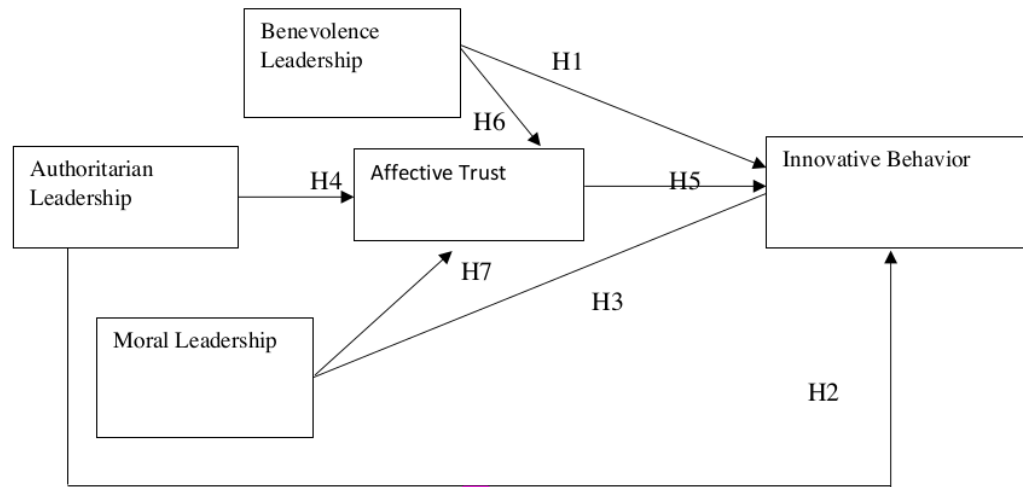

Figure 1: Research Model

2. Literature Review and Hypotheses

2.1. Literature Review

In general, leadership styles that take a theoretical basis from Western culture and lifestyle, do not apply in all cultures. According to Hofstede, (1991), the participation of subordinates in management is an important element in American-based theory. However, this does not apply to all cultures. Cultural characteristics may differ, as do perceptions of leadership. Participatory leadership roles are at the forefront of societies where individualism is at the forefront and the power distance between superiors and subordinates is low, while autocratic leadership roles are at the forefront in collective communities where power distances are wide. The concept of family is very important in collective communities. Society and work life are based on the existence of a family. Reflections of this sentiment are reflected in the business environment and leadership style. The participatory leadership style has strong family ties and cares for the employees of the organization and even their families. For example, the leader attends a wedding, funeral, or family business for an employee or a relative. Paternalistic leadership is one of the leadership styles in which such behavior is observed in a collective culture (Mert & Özgenel, 2020).

Paternalistic leadership, on the other hand, builds individual relationships with subordinates as if they were family, demands similar loyalty and devotion to close relatives and expects employees to behave according to their position (Mert & Özgenel, 2020). There are studies that aim to investigate the similarities between paternalistic leadership and transformational leadership. According to research by (Parry & Proctor-Thomson, 2002), the characteristics of transformational leadership and paternalistic moral leadership are similar (Mert & Özgenel, 2020). On the other hand, research by L. J. L. Farh et al. (2008) shows that paternalistic leadership has its own characteristics and is very different from transformational leadership.

The phenomenon of paternalism is seen in countries in Asia,

the Middle East, and Latin America, where the collectivism concept with low individualism is high and the reach of power is wide. In Western society, paternalistic leadership is called a benevolent dictatorship and is considered to undermine people's rights and freedoms (Aycan et al., 2000). Paternalism leadership is generally defined as a leadership style in which strong discipline and authority and special interests and interests are felt (Jiing-Lih Farh & Cheng, 2000). However, researchers have developed various definitions by focusing on various dimensions of paternalistic leadership. Research from Pellegrini & Scandura, (2006) and Aycan et al., (2000) distinguishes paternalistic leadership as exploitative and kind. Jiing-Lih Farh & Cheng (2000) research states that paternalistic leadership is three-dimensional. The three dimensions are authoritarian, kind and moral (Aycan, 2006). Although these three dimensions are accepted in a broad sense, some sources mention four dimensions; good-hearted leadership, moral leadership, authoritarian leadership and exploitative leadership (Mert & Özgenel, 2020).

In the authoritarian dimension, paternalistic leaders use strategies such as wide power distance and tight discipline to maintain power control over their subordinates (Mert & Özgenel, 2020). Subordinates are expected to comply without question (Jiing-Lih Farh & Cheng, 2000). (Hofstede, 2001) uses the term "a good father" for this dimension of paternalistic leadership. Authoritarian leadership is controlling subordinates and maintaining their own authority. Zheng's (2016) research states that good leadership refers to a leader's ability to look after employees, showing concern for them. , and retaining employees, to promote the gratitude of subordinates and enhance their own work (Mert & Özgenel, 2020).

Innovative behavior is a challenge to existing work processes and presents new and valid ideas when problems are found (Dyne & LePine, 1998). In the course of innovation behavior, employees will first put forward their ideas and then exchange ideas with colleagues or leader. Combined with promotive voice behavior, it is not difficult to find that promotive voice behavior itself is the behavior of individuals who have

innovative tendencies (P. Wang & Wang, 2018). Individual behavior is basically influenced by individual and environmental influences. Therefore, innovative behavior can also be learned from two factors, namely the individual and the environment (P. Wang & Wang, 2018).

Yajun Zhang, Gao, Zhang, & Lu (2020) stated that authoritarian leaders will undermine exclusive rights and strict controls, which will damage internal interactions within the organization (Mert & Özgenel, 2020). This will cause employees not to learn from each other and give advice, so that knowledge and skills will not increase. This has hindered the creation of innovative behavior; In addition, authoritarian leaders require subordinates to obey absolutely, so that subordinates do not tend to speak out, and are afraid that words and sentences will have an adverse effect, so they will miss many opportunities to present innovative ideas. Therefore, it can be speculated that authoritarian leaders have a negative regulatory effect on the relationship between sound behavior and innovative behavior. Authoritarian leaders play a negative adjustment role, and benevolent leadership plays a positive role. Under authoritarian leadership, employees will develop compliant work attitudes that are not conducive to their own development and innovation.

In addition to the birth of innovative ideas, the key to innovative employee behavior lies in the manifestation of innovative ideas. Therefore, in order to create an environment that is conducive to employees' innovative ideas, companies need to provide conditions that are conducive to helping employees achieve their own innovative ideas. Leaders must take care of their employees with care and resolve difficulties in their work and life so that their subordinates are not worried. In such conditions, employees can more easily obtain resources to realize innovative ideas and have a positive impact on the creation of individual innovation behavior (Mert & Özgenel, 2020).

Employee innovative behavior significantly contributes to organizational performance and helps companies to stay competitive in dynamic business environments (Oldham & Cummings, 1996; Scott & Bruce, 1994; Woodman, Sawyer, Griffin, 1993). Therefore, employees' innovative behavior is considered an indispensable asset for organizational success, and examining the factors that influence innovative behavior remains an important issue in business organizations (Dedahanov, Bozorov, & Sung, 2019). A number of studies have analyzed the relationship between paternalistic leadership styles (authoritarian, kind, and moral) and innovative behavior and have suggested that paternalistic leadership influences innovative behavior (A. Wang & Cheng, 2010).

When a leader with a moral leadership style gives employees autonomy and independence, employees become able to influence what happens in their work and feel empowered (Li, Wu, Johnson, & Wu, 2012). In addition, when benevolent leaders support employees (A. Wang & Cheng, 2010) and provide them with task-related resources (Jiing-Lih Farh & Cheng, 2000), it gives employees a sense of power (Dedahanov et al., 2019). On the other hand, when authoritarian leaders initiate structures with strict rules and want their employees to comply fully with their instructions, members of the organization will be less effective and feel less empowered (Amabile, Conti, Coon, Lazenby, & Herron, 1996).

Our research focuses on employee innovation behavior. An innovation behavior in the Western region notes that paternalistic leadership prevents innovation considerably (Pellegrini & Scandura, 2008). Paternalistic leadership is a trademark of the senior Chinese corporate leadership style. This statement applies to the same patriarchal model and has strong and consistent authority and a composition of concern, subordinate knowledge, and moral leadership. Other research, however, notes that scientists from different regions are researching factors that affect both types of innovation activities, namely exploratory and exploitation, where leader behavior is considered an important factor(Smith & Tushman, 2005).

Trust is theorized as the core of social exchange and is often used as an indicator to identify whether there is a social exchange relationship (eg, (Colquitt, Scott, & LePine, 2007). Social identity leadership theory (Haslam, Arves-Yorno, Postmes, & Jans, 2013). It explains how mixing high levels of paternalism with employees shows that their leaders fit in with a social leadership pattern that generates affective trust in their social community. Affective trust plays a critical mediating role between the two main parts of paternalism, as shown by the (Kalmuk & Acar, 2015. However, creative employees and awareness of behavior sharing.

Affective trust means trust and positive values sharing among two persons (Tian & Sanchez, 2017). An individual establishes affectionate trust in a partner by assigning selfless, genuine motives to a partner's behavior (Mcallister, 2013). And it generates optimistic feelings about a partner based on the character of the pair. Affective values are a strong sign of trust in relationships that allow people to share new ideas and concerns without challenging or answering them.

2.2. Hypothesis

1. Relationship between benevolent leadership and innovation behavior
   Research from(Y. Wang et al., 2017) Proof of moral leadership and ethical leadership has a positive relationship with the creativity of employees, and authoritarian leadership has a negative relationship with the creativity of employees. Then the proposed:
   Hypothesis 1: benevolent leadership has a positive influence on innovation behavior

2. Authoritarian leadership relationship with innovation behavior
   Research authoritarian leadership has a negative influence on the behavior of innovation; benevolence leadership has a positive effect on the behavior of innovation (Zhiying, 2017). Then the proposed hypothesis is:
   Hypothesis 2: Authoritarian leadership has a negative effect on the innovation behavior

3. Relationship of moral leadership to innovation behavior
   Research from(Y. Wang et al., 2017) Evidence of moral leadership and benevolent leadership has a significant relationship to employee innovation, while authorities have a negative relationship with employee innovation. Then the proposed:
   Hypothesis 3: moral leadership has a significant influence on innovation behavior

4. Relationship of affective trust with innovation behavior
   We claimed that affective trust stimulates innovative behavior and the sharing of knowledge between employees (Shanker, Bhanugopan, van der Heijden, & Farrell, 2017). This behavior requires the taking of risks Ren & Zhang, 2015 which becomes more manageable when working for leaders who are trusted by employees (Grant & Berry, 2011). Then the proposed:
   Hypothesis 4: affective trust has a positive influence on innovation behavior

5. Relation among authoritarian leadership and innovation behavior mediated by affective trust
   Trust is an element that differentiates between leaders and participants and is the main mediator for the effect of leadership in employee achievements (Tian & Sanchez, 2017). Results of Research from (Tian & Sanchez, 2017) The results showed that the benevolent leadership and the affective trust of staff in the

leadership were closely linked. At a high level of authority, affinity is stronger whenever a high level of benevolence is followed by a great standard of authoritarian leadership compared to low-level benevolent leadership. Then the proposed:
Hypothesis 5: affective trust mediates authoritarian leadership towards innovation behavior

6. The relationship of benevolent leadership with innovation behavior mediated by affective trust
We claim affective trust facilitates the sharing of knowledge and innovative behaviorMesut Sagnak, 2012. Moral and benevolent leadership practices are reliable behaviors that can lead leaders and their followers to strong interactions (Farh & Cheng, 2000). Then the proposed:
Hypothesis 6: affective trust mediates benevolent leadership towards innovation behavior

7. The relationship of moral leadership to innovation behavior that is mediated by affective trust
Moral leadership has been shown to promote high levels of subordinate loyalty (Meng-Er Tu, 2016). Since loyalty and commitment are often the results of affective trust (Demirtas & Akdogan, 2015), we see the morality of the leader positively connected with the affective trust of the followers. Supporters will feel more prideful and will see them as role models when leaders uphold high expectations and moral integrity and build emotional relations with their leaders. If leaders' acts align with expressed moral principles, followers could see it as an intrinsic incentive that can also improve affective trust (Webber, 2008. Moral and benevolent leadership behaviors are trustworthy behavior that can lead to strong connections between leaders and adherents (Chen et al., 2014). Social identity leadership theory (Haslam et al., 2013) It notes that the combination of high-level paternalistic leadership with workers would demonstrate that their leaders match a template of leadership from their social group, thereby creating affective trust in it. Affective trust plays a critical mediator function, not only in the fulfillment of tasks and organization, as stated by the two main components of paternalistic leadership (Gumusluoglu, Karakitapoğlu-Aygün, & Scandura, 2017. Then the proposed:
Hypothesis 7: affective trust mediates moral leadership on innovation behavior.

3. Methodology

This study took a sample of lecturers and faculty leaders in several state and private universities in Central Java in Indonesia. The sampling method used is a proportional random sampling method. The research sample used was 100 people. The lecturer will be asked to fill out a questionnaire on superiors relating to affective trust, moral leadership, benevolent leadership, and authoritarian leadership.

This study adopted a 26-item paternalistic leadership that was already used by(Francesco & Chen, 2004). Subordinates respond to statements about the paternalistic leadership of their superiors; examples of questions include "my leader asked me to follow absolute orders" (authoritarianism), "my leader was like a member of his family when he joined us" (benevolent), and "my leader did not use me for his interests" (morality).

A scale of five subjects developed by (Mcallister, 2013) To measure the affective trust of the workers in their supervisors. The sample item is "I can talk to my boss honestly about the problems that I face at work and realize he wants to listen." Seven points ranging from 'I disagree' to 'strongly accept' are included in the choice of answers.

Measuring the employees' innovative working behavior permits the use of (Scott & Bruce, 1994)six-point calculation. The structured questionnaire is a seven-point scale ranging from "strong disagreement" to "strongly agree." A maximum level means that innovation is higher. Examples involve "Seeking New Technologies, Methods, Strategies, or Concepts for Goods."

4. Analysis and Results

4.1. Feasibility Model

To test the model used by analysis of SEM (Structural Modeling Equational) Partial Least Square (PLS). In this analysis, the PLS-SEM technique is suitable since it encourages the use of formative and reflective scales. When formative construction is implemented, the Structural Equations Model (SEM) based on covariance structure has constraints (Ringle & Sinkovics, 2009).

To assess the feasibility of the outer model of this study using convergent validity, discriminant validity (AVE), and composite reliability. An excellent value of convergent validity if greater than 0.5. Table 1 describes the outcomes of the convergent validity test.

Authoritarian Leadership	Affective Trust	Benevolent Leadership	Moraly Leadership	Innovative Behavior
A1 = 0,826361	Af1 = 0,887095	B1 = 0,843431	M1 = 0,878530	Y1 = 0,897028
A10= 0,814072	Af2 = 0,866600	B2 = 0,890198	M2 = 0,897639	Y2 = 0,886518
A11= 0,812375	Af3 = 0,820595	B3 = 0,896663	M3 = 0,890013	Y3 = 0,823510
A2 = 0,867374	Af4 = 0,867381	B4 = 0,883418	M4 = 0,871736	Y4 = 0,844841
A3 = 0,749112	Af5 = 0,828073	B5 = 0,889965	M5 = 0,901621	Y5 = 0,838127
A4 = 0,882714		B6 = 0,853515	M6 = 0,884989	Y6 = 0,874932
A5 = 0,852518		B7 = 0,855543		
A6 = 0,816817		B8 = 0,866407		
A7 = 0,775271		B9 = 0,882921		
A8 = 0,882522				
A9 = 0,797448				

Table 1: Validity research results in Authoritarian leadership, affective trust, benevolent leadership, moral leadership, innovative behavior research results

Table 1 showed that validity test values obtained variable> 0.5, then the convergent validity already gained a good value. Further, discriminant validity should show values above 0.5; this result shows relevant results for an ideally suited model, while the value of composite reliability is acceptable if the value of composite reliability and its Cronbach alpha shows the number

≥ 0.7. Table 2 below explains the effects of discriminant validity (AVE) and durability of composites.

	AVE	Composite Reliability	Cronbachs Alpha
Affective_Trust	0,729873	0,931024	0,907967
Authoritarian	0,682547	0,959337	0,954648
Benevolent	0,763439	0,966703	0,961238
Innovative_Behavior	0,741743	0,945103	0,930164
Moraly	0,787624	0,956987	0,946113

Table 2: Results of AVE testing and composite reliability

The test results in table 2 show the AVE value for all variables> 0.5 so that the results of test discriminant validity are good. The value of composite reliability and Cronbach's alpha shows a number above 0.7, which means that both tests have obtained excellent results.

Table 3 below shows the test results for discriminant validity. The value of discriminant validity high indicates that a construct is different from other constructs. The next step is to validate the validity of the discriminant model after the model validity criteria are identified. This test shows whether one latent variable is not related to another latent variable. Model validity test can be done by comparing latent variables and each square root value from AVE analysis.

	Affetive Trust	Authoritarian	Authoritarian* benelovence	Benelovence	Innovatine	Morally
Affective_Trust	0,854					
Authoritarian	-0,045	0,826				
Authoritarian*Benelovence	0,346	0,721	0,853			
Benelovence	0,539	0,063	0,711	0,874		
Innovative_Behavior	0,577	-0,352	0,156	0,515	0,861	
Morally	0,441	0,127	0,427	0,470	0,486	0,887

Table 3: Discriminant Validity

Based on table 3 above, the AVE root value in Affective trust is more than the correlation value (Figures below). The root value of AVE in moral leadership is more than the correlation value (the number on the left side). The diagonal value is the AVE minimum value and higher than the value of the correlation. This statistical examination is used for Discriminant validity.

4.2. Hypothesis Testing

After the feasibility test, the next model describes the structural model. Figure 2 below shows the path diagram and path coefficient of Smart PLS test results.
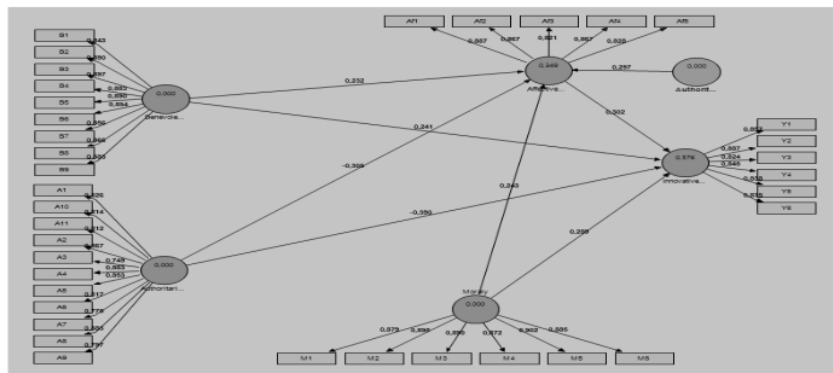

Figure 2: Path coefficient and path diagram

The test results show the coefficient of determination or R square in the first equation is 0.3492, meaning that the variation Affective Trust 34.92 percent is explained by the variation of moral leadership, benevolence leadership, and authoritarian leadership. This analysis is explained by other variables not examined by 65.08 percent. The coefficient of determination in the second equation is 0.5761, meaning that the variation of Affective Trust 57.61 percent is explained by variations in benevolence leadership, moral leadership, and Authoritarian leadership. This analysis is explained by other variables not examined by 42.39 percent.

The test results of the path coefficient, standard error, and T calculate the first equation are presented in table 4 below. T value, which can be regarded as important if the value of t reaches 1.96.

Variable 1	Variable 2	Koefisien Jalur	Standard Error	T Hitung	Kesimpulan
Authoritarian	Affective_Trust	-0,305	0,492	0,621	Not significant
Benevolent	Affectve_Trust	0,232	0,453	0,513	Not significant
Moral	Affective_Trust	0,244	0,095	2,571*	Significance
Affective_Trust	Innovative_Behavior	0,302	0,118	2,548*	Significance
Authoritarian	Innovative_Behavior	-0,390	0,062	6,294*	Significance
Benevolent	Innovative_Behavior	0,241	0,104	2,323*	Significance
Moral	Innovative_Behavior	0,289	0,095	3,608*	Significance

Table 4: Coefficient Line, Standard Error and T count

Table 5 below shows the test results for the mediation equation by using the Sobel test. The Sobel test value will be significant (able to mediate) if the Sobel test significant value shows a figure smaller than 0.05.

Variable 1	Mediation	Variable 2	Sobel t-Test	Sig	Keterangan
Benevolent	Affective_Trust	Innovative_Behavior	0,5022	0,3077	Not Mediated
Authoritarian	Affective_Trust	Innovative_Behavior	-0,6025	0,2734	Not Mediated
Moral	Affective_Trust	Innovative_Behavior	1,8129	0,0349	Mediated

Table 5: The test results Affective Trust as mediation

Based on tables 4 and 5 can be explained the results of testing the first hypothesis to the sixth hypothesis. The results of hypothesis testing show that variable 1 (benevolent leadership) to variable 2 (innovative behavior) has a path coefficient value of 0.241; standard Error 0.104; and t count 2.323. This study shows that the results are positive and significant, and hypothesis 6 is therefore accepted. It means that benevolent leadership has a positive effect on innovation behavior.

The results of the test show the variable 1 (authoritarian leadership) to variable 2 (innovative behavior) has a path coefficient of -0.390; standard Error 0.062; and t count 6.294. This result shows that there is a negative and significant impact; therefore, it accepts hypothesis 2. Authoritarian leadership has a detrimental impact on the behavior of innovation.

The results of the tests show variable 1 (moral leadership) to 2 (innovative behavior) has a path coefficient of 0.289; standard Error 0.095; and t count 3.608. The calculation shows a positive 28 and significant effect and then accepts hypothesis 3. Hence, the impact of moral leadership on innovation behavior is positive.

The test results show that variable 1 (affective trust) of variable 2 (innovative behavior) has a path coefficient of 0.302; standard Error 0.118; and t count 2.548. The path coefficient shows that a positive and significant impact occurs, then hypothesis 4 is accepted. This indicates that affective trust has a positive impact on the behavior of innovation.

The test results indicate that variable 1 (authoritarian leadership) to variable 2 (innovative behavior) mediated by the Affective trust has a single value of t-Test -0.6025; Significant 0.2734. This effect shows that the significance value is higher than 0.05, so it does not mediate, so hypothesis 5 is rejected. The statistical result indicates that affective trust does not mediate authoritarian leadership on innovation behavior.

The test results show that variable 1 (benevolent leadership) to variable 2 (innovative behavior) mediated by the affective trust has a Sobel t-test value of 0.5022; Significant 0.3077. The path coefficient denotes that the significance value is greater than 0.05, so it does not mediate, so hypothesis 6 is rejected. This condition means that affective trust does not mediate benevolent leadership towards innovation behavior.

The test results show that variable 1 (moral leadership) against variable 2 (innovative behavior) mediated by Affective trust has a value of t-Test 1.8129; Significant 0.0349. This result represents that the significance value is less than 0.05, so hypothesis 7 is accepted. Therefore, affective trust mediates moral leadership on innovation behavior.

4.3. Discussion and Result

On the basis of the study results, the finding of evidence for moral leadership is said to have a positive impact on the innovation behavior among moral and benevolent leaders(H. Wang, Lu, & Liu, 2017) and to be optimistic regarding the creativity of employees. This study also supports research (Zhiying, 2017), while the impact of authoritarian leadership on behavior, successful leadership has a positive effect on innovation behavior, the effect on moral leadership behavior is a positive one.

This research shows support for the study's findingsGumusluoglu et al., 2017, this conduct suggests risk-taking, since (Grant & Berry, 2011) that's easier if you work for leaders of trustTian & Sanchez, 2017. Research does not support this analysis (X. P. Chen et al., 2014), as trust identifies high-quality relationships between leaders and the main leadership mediator on employee outcomes. In this study, there is evidence of a negative effect on innovation behavior, meaning that the more leadership shows authoritarianism, the lower the innovation behavior.

In the research of (Tian & Sanchez, 2017), the affective trust will be able to mediate if it has interacted between authoritarian leadership and benevolent leadership. Tian and Sanchez's Research also illustrates that the beneficial impact of benevolent leadership on innovative behavior (Tian & Sanchez, 2017). The more benevolent leadership and innovative behavior, the more affective trust is the mediator as the benevolent leadership deals with innovative behavior. Research of(Tian & Sanchez, 2017) The findings of the research are incoherent between paternal leadership in innovation behavior, namely the positive effect of benevolence on the behavior of innovation and the negative impact of authoritarian leadership on the behavior of innovation. This inconsistency can depend on how authoritarian leadership is Leadership as the power of authoritarian leadership.

The results of affective trust testing mediate moral leadership to innovation behavior. This conclusion is in accordance with the theory of social identity leadership (Haslam et al., 2013), it states that a high-level mix of paternalistic leadership for workers would demonstrate that their leaders

match a template of leadership from their social category, generating affective trust in it. The critical mediation between the two basic components is affective trust and found through paternalistic leadership (X. P. Chen et al., 2014), not just the success of tasks and organizational behavior.

5. Conclusion

The results of the study showed a positive effect on innovative employee behavior between benevolent leadership and moral leadership. Affective trust is proven to influence employee innovation behavior. Authoritarian leadership has been shown to have a negative impact on employee innovation behavior. The relation between authoritarian and benevolent leadership that can enhance employee innovation behavior can weaken this negative effect. This study cannot prove that affective trust does not mediate between authoritarian leadership and innovation behavior. An affective trust also does not mediate between benevolent leadership and innovative behavior. Nevertheless, proving affective trust mediates moral leadership towards innovative behavior.

Future research can add to the impact of paternalistic leadership, consisting of moral leadership, benevolent leadership, and authoritarian leadership, on company performance.

In addition, future research would suggest research on businesses that have rapid technological improvements in order to assess the success of the organization through the innovative behavior of their employees.

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