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Empirical research on influence mechanism of paternalistic leadership on team innovation performance

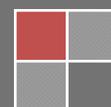
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ABSTRACT

Teams have become popular trend inside organizations, in recent years. Among the factors affecting the team innovation performance, leadership style is proved to be one of the key factors. The leadership behaviors are under the influence of cultural roots. With the rapid economic development in Asia for more than ten years. Chinese leadership model begins to have the attention of the scholars, the unique Chinese leadership model — paternalistic leadership arises at the historic moment. Based on the matched data of 96 team leaders and 540 team members, through statistical analysis, this article found that: when the emotional atmosphere is positive, in paternalistic leadership, it is positive correlation between benevolent leadership and team innovation performance, and it is negative correlation between authoritarian leadership and team innovation performance. When the emotional atmosphere is negative, it is negative correlation between benevolent leadership and team innovation performance, and it is positive correlation between authoritarian leadership and team innovation performance. Finally, through the discussion of the results, this article provides corresponding practical suggestions on using the western theory of positive and negative leadership behavior for the team innovation performance development enterprise in China's economic transformation period, as well as the relationship construction between leaders and subordinates, and puts forward the research prospect.

KEYWORDS

Benevolence leadership; Authoritarian leadership; Team emotional atmosphere; Team innovation performance.



INTRODUCTION

Solo operation pattern has passed. In the current organizations, in order to save cost, improve quality and efficiency, in the study on teams in 51 enterprises, Parker (1990) found that the team can achieve high performance with less manpower. The main advantages of team are^[1]: 1. Strengthen the ability to solve problems; 2. Increase productivity; 3. Use resources efficiently. Due to the advantages, teams have been widely used within the organizations. Teams have gradually become the basic operation units in organizations. Team can be defined as: (1) With two or more members (2) Members all consider the system as a team (3) With two or more measurable tasks (4) Perform operation within the organization.

The research of scholar Hofstede also confirmed that the leadership style selected is influenced by the culture. According to the result, the researchers also observed many differences between eastern and western leadership. So, with the development of Asia economic dominated by China (including Hong Kong, Singapore, Taiwan and other southeast Asian nations), and the strong and rapid rise of the Chinese economy, the research on Chinese organizing and leading is getting more and more attention^[2]. The unique Chinese paternalistic leadership arises at the historic moment, under the efforts of researchers. Fan Jingli and Zheng Boxun (2000) reviewed the related long-term research of Silin (1976) on Chinese business leadership, and advocate paternalistic leadership consists of three dimensions: authoritarianism, benevolence and moral.

Chinese paternalistic leadership is the unique leadership model in Chinese powered area, which is different from the western leadership model. From the moment that academics found and put forward the unique leadership concept, many scholars put forward empirical studies on the influence of many paternalistic leadership behavior patterns on and between subordinates in the teams and organizations^[3-6]. And this study follows the footsteps, and discusses the influence of paternalistic leadership on subordinates in teams.

Research hypothesis

(a) Heuristic model of team effectiveness

In the related research on traditional team, "input - process - output " model (short for IPO model) which McGrath (1964) proposed, The framework is the most commonly used, among them the input is refers to the factors which affects team effectiveness, the process refers to the process of interaction between team members, the output is the team efficiency^[7]. In this model, the team process is considered to be an important mechanism which connected team input variables and team output variables. In recent years, the related research on team has extended beyond the view of traditional simple study of team process, The team state which concept of is reflecting the team cognition, motivation or emotion, and also is drawn into the mechanism research on team input and team output, thus extends IPO model of team^[8].

In the Cohen and Bailey's (1997) heuristic model of team effectiveness, the model includes the important four teams' levels variables except the external environment^[9]. The four teams' levels variables are respectively: (1) task design of the team (including the independence and interdependence of the task of the team etc.), structure (including the size of the team and the period of building the team etc.) and situations (including leadership and reward etc.); (2) the process of the team (including conflicts and communications of the team etc.); (3) psychological characteristics (it was defined later as the state of the team by Marks, Mathieu and Zaccaro (1997), including the shared mental model and group norms etc.); (4) the team effectiveness (such as performance etc.).

(b) Paternalistic leadership and team innovation performance

After reviewing the research on Chinese enterprise leadership in the past, the paternalistic leadership is defined as "leadership with authoritarianism, benevolence and moral under the atmosphere of rule by man"^[10]. Under this definition, paternalistic leadership consists of three dimensions: authoritarianism, benevolence and moral.

Authoritarian leadership refers that the leaders emphasize the absolute authority, which cannot be questioned. They perform strict control on subordinates, and require the subordinates to obey without reserve. The actual behaviors in the enterprise also include authoritarian style, subordinate derogation, performance requirement, and teaching, etc..

Benevolent leadership refers that leaders perform individual, comprehensive, and long-term care on the welfare of subordinates; this leadership style is derived from Confucianism, the core concept is the upper should treat the lower with kindness. But this leadership model may also come for the subordinates' loyalty.

Moral leadership can be described as leaders must show high personal integrity, accomplishment, and professional dedication. The actual behaviors include the moral leadership, fairness, and so on. The main idea is originated from Confucianism that leaders should show the ritual (proper) behaviors, to prove the excellent moral character, and convince people with virtue.

Reviewing the literature in the past, it can be found that, on the authoritarian leadership and benevolence leadership, the researchers have more consensus and less debate. In contrast, the moral leadership statement is relatively less than authoritarian leadership and benevolence leadership^[11-14]. Farh and Cheng (2000) thought it is because the researchers don't see eye to eye on what kind of moral behavior leaders should have. And the researchers have different ideas on moral behaviors, so researchers appear less consistent points on moral leadership. Silin (1996), for example, thought that moral leadership refers that leaders must show the effectiveness of management, rather than the moral and character in general scholars' views. In the statistical analysis, Zhou Lifang, Zheng Boxun, Fang Jingli (2000) found that benevolence and moral leadership are on the high side. Some scholars also once mentioned "whether the moral leadership effectiveness is better when the society has complete and clear moral standards, or when the traditional and modern produce grey zone?" Zheng Boxun, Fang Jingli (2000). Although scholars have different views and debate on the cognizance of the moral standards, there is no denying that these scholars also agree that moral is necessary condition for a leader.

So, when reviewing the literature, it is found that many scholars explore and research the moral leadership independently. In this study, authoritarian leadership and benevolence leadership in paternalistic leadership are discussed. On these two aspects, scholars view is consistent, and in past studies, there were less controversial part. Authoritarian leadership, refers that leaders have great majesty and power like parents; And benevolence leadership refers that leaders perform comprehensive and long-term care on subordinates like fathers, and meet specific needs.

TABLE 1: Development of paternalistic leadership

Subject	Silin (1976)	Redding (1990)	Westwood (1997)	Zheng Boxun	Farth & Cheng (2000)
Leadership	benevolence leadership	Care and considerate subordinates, has sensitive feeling on the view of subordinates, favoritism support	Individual care of favoritism	Perform individual, comprehensive, and long-term care on subordinates	Perform individual, comprehensive, and long-term care and support
	authoritarian leadership	authoritarian style, subordinate derogation, performance requirement, control	hiding authoritarian style	authoritarian style, distance, performance requirement, teaching hiding	authoritarian style subordinate derogation performance requirement teaching hiding

Many scholars begin to focus on the authoritarian leadership with distance characteristics in high power Chinese society, and its attitude to employees, such as the effects from organizational commitment, job satisfaction, etc.. How does authoritarian leadership affect employee's work

efficiency? Zheng Boxun (1995) put forward the four typical behaviors of authoritarian leadership, including the authoritarian style, subordinate derogation, performance requirement and teaching^[16]. (1) authoritarian style refers that leaders are reluctant to authorize, only carry on enforced communication, control information and not willing to public, perform close monitoring on subordinates; (2) subordinate derogation refers that leaders deliberately ignore the ability and contribution of subordinates; (3) performance requirement refers that leaders will maintain their own dignity, showing confidence and manipulation of the news; (4) teaching refers that leaders have requirements on the to subordinate performance, perform direct rebuke to low performance, and guide subordinates. Reviewing literature, it is found that there are empirical study results of authoritarian leadership on organizational commitment, it is found that authoritarian leadership, can lead to anger, and thus interfere with the performance of the work tasks and negative influence on job satisfaction. Job satisfaction is taken seriously, because it high prediction effect on other organization variables, such as organizational commitment, quit intention, absenteeism, turnover, etc.. More studies directly inspect the variables, and results are not the same. Authoritarian leadership will be negatively related to the following reaction of subordinates, such as: team commitment, satisfaction and organizational citizenship behavior.

Benevolence leadership contains the gracious behavior. Leaders perform individual, comprehensive, and long-term care on subordinates. Zheng Boxun, Huang Minping, Zhou Lifang (2002). It is also put forward that the benevolence leadership includes tolerance and individual care, and subordinates will relatively show gratitude and kind behavior. For effect of benevolence leadership on subordinates performance, Zheng Boxun and others also put forward, according to a study, after the analysis of 60 companies in Taiwan, it is found benevolence leadership has positive correlation with subordinate performance, such as job satisfaction, organizational commitment, role behavior, and job performance. Zheng Boxun and Lin Ziting, etc. (2010), in recent studies, also referred that if leaders show understanding and tolerance on subordinates, the subordinates can have more support and guidance, improving subordinate performance.

(c) Group affective tone and team innovation performance

The group affective tone includes “the consistent or homogeneous affective response of the group.” the group affective tone refers to the affective response caused by the members’ emotional interaction and interpersonal relationships of the group. From the perspective of the researchers’ construction level at home and abroad comprehensively, the group affective tone was divided into positive and negative aspects by most of people. The meaning of the group affective tone was divided into “the positive group affective tone” and “the negative affective tone” aspects in this research. Meanwhile, the emotion of the group was discussed in this research, which was analyzed and interpreted in TABLE 2^[17].

TABLE 2: Analysis of the group affective tone level

Level Explanation
(the Positive Affective Tone). It includes the excellent group affective tone. It brings the common sense among members of the team together. It creates the harmony and sense of security etc. the members have sense of identity and belonging for the team.
(the Negative Affective Tone) It includes the bad group affective tone. It can’t bring the common sense of the team together. There are conflicts and sense of helplessness etc. among the teams. The members don’t have sense of identity and belonging for the team.

(d) Hypotheses

On the basis of the heuristic model of team effectiveness put forward by Cohen and Bailey (1997), the author thinks that the group affective tone is the important adjusting variable connecting paternalistic leadership behavior with the creative performance of the team. By combining it with the relevant research results at home and abroad, the following research hypotheses are put forward in this research:

Hypothesis 1: Authoritarian leadership has negative correlation with team innovation performance

Hypothesis 2: Benevolence leadership has positive correlation with team innovation performance

Hypothesis 3: The relationship between authoritarian leadership and team innovation performance can be adjusted by team emotional atmosphere and the positive emotional atmosphere can reduce the relationship.

Hypothesis 4: The relationship between benevolence leadership and team innovation performance can be adjusted by team emotional atmosphere and the negative emotional atmosphere can enhance the relationship.

RESEARCH METHOD

This research was an empirical research, which was carried out by adopting questionnaire and statistical analysis. The data were processed and hypothesis model was verified by adopting SPSS17.0.

Analysis tool

(a) Descriptive analysis

This study uses SPSS17.0, to calculate average, standard deviation and percentage indicator of each sample, to understand the sample composition, and the distribution of each subject. Then perform confirmatory analysis to use the indicators, and select subjects, and perform further analysis on internal consistency of inventory, to ensure that the inventory after filtering can effectively measure the significance of each variable.

(b) Confirmatory factor analysis

Confirmatory factor analysis is accepted and used by most scholars, and factor analysis can be used to confirm whether the data model is comply with the theoretical model, and whether the result is predicted. Bagozzi and Yi (1988) pointed out that whether the NFI and goodness-of-fit index (GFI) are greater than .90, and whether the root mean square residual (RMR) is less than .08 can be used to determine the fitness of the overall model. The commonly used indicators used to conform the fitness of model are χ^2 testing, root mean square error of approximation (RMSEA). In general, using χ^2 testing can evaluate "observational data" and "generation data" correlation matrix pattern fitness, but the χ^2 statistic is quite sensitive about sample quantity, therefore, pointer, which cannot be easily affected by the number of samples can be used, such as the common RMSEA. The RMSEA is used to estimate correlation matrix difference between "observational data" and "generation data" in sample. Browne and Cudeck (1993) pointed out that if RMSEA is .05, the fitness is great. And if it is between .05 and .08, the fitness is reasonable. This research measured GFI = 0.88, AGFI = 0.85, CFI = 0.94, TLI = 0.93 and RMSEA = 0.06.

(c) Correlation analysis

This study uses statistical software to calculate the correlation between variables, and inspect if the relations comply with the hypothesis. Correlation analysis can be used for preliminary understanding on correlation between control variables (gender, age, education level, seniority), paternalistic leadership (authoritarian leadership, benevolence leadership), result variable (team innovation performance), and adjustment variable (team emotional atmosphere).

(d) Hierarchical regression analysis

Through hierarchical regression analysis, according to the view of Baron and Kenny (1986), testing on each hypothesis can be performed step by step. Each step is joined with the basic data as control variables. Test the influence of leadership model on the team innovation performance, and discuss whether different leadership behaviors will lead to different results on team innovation performance. And adjust the effect of verification, after controlling the prediction effect of predictive

variables and control variables, adding standardized product of the interaction to the regression model. If interaction still has significant prediction effect, then regulation variables can significantly predict the relationship between the prediction variables and criterion variables. In this study, add the standardized product of control variables, leadership model, and team emotional atmosphere, to the regression model, to predict whether the team emotional atmosphere can effectively adjust the team innovation performance under the leadership behavior.

Research objects

This study selected team members in 22 companies as testing objects, and each participants will have a questionnaire, and a sealed envelope. When entrusting enterprise workers for testing, details about testing content and testing method should be informed, and remind the actual number of questions in each part, in order to avoid leaking questions, and leave the contact of research. If there is any question, researches can be immediately applied, to make sure every participant is clear about the questionnaire, in order to enhance the questionnaire efficient. The acceptor might be busy, so the questionnaire has a period of one week. The answers may involve confidentiality. In order to ensure that team members can set mind, the first page of the questionnaire should contain instruction that the confidentiality of the personal data is ensured, and the data will be used for analysis only. The participants can seal the questionnaire after completion, and deliver it back, or the researchers will entrust enterprises to get questionnaire back in a week. The participants do not need to worry the data will be viewed by the team or organization. After the questionnaire recovery, the researchers can collect the data and delete the questionnaires with leakage and obvious bias, then the remaining complete data will be entered into EXCEL.

Matching method was adopted in this questionnaire, which were the questionnaire for the team leader and the questionnaire for the team members. During the process of the first survey (T1), the contents of the questionnaire for the team leader mainly included the background information of the leader and team members. The contents of the questionnaire for the team members mainly included the personal background information and the team leader's benevolence leadership and the improper supervising behavior. However, during the process of the second survey (T2), the contents of the questionnaire for the team leader mainly included the personal and the team background information and the team innovation performance. The contents of the questionnaire for the team members mainly included the personal background information and the team emotional atmosphere. After filling in the questionnaire, the questionnaires were enclosed into the envelopes by the respondents, which were sent to researchers directly by the respondents or human resource department of each company.

526 team members of 88 teams from the different 22 organizations were selected to take part in this survey in this research. To guarantee the preciseness of the research, the research objects through questionnaire of the research were divided into the team leader and team members. To reduce the common method variance caused by the same source data, the variable data were regarded as the different collected sources in this research (the team leader and team members). Meanwhile, the data were collected within the range of 3 to 5 months intervals in twice (T1 and T2).

540 questionnaires for the members of the team were collected after finishing surveying in total. 88 questionnaires are those for the leader of the team. The number of questionnaires for the leader and members of the team was 614 in total. There were 526 valid questionnaires for the members of the team and 88 valid questionnaires for the leader of the team except for the incomplete and careless invalid questionnaires. The total valid rate was 97.41%.

Among 88 teams, the female team leader was 22.90%. The male team leader was 77.10%. The average age of the leaders of the team was 38.86. The leaders of the team having the high-school degree and under occupied 7.64%. The leaders of the team having the associate degree occupied 32.23%. The leaders of the team having the bachelor degree occupied 52.42%. The leaders of the team having the graduate degree and above occupied 7.71%. From the organization situation of the team, the private enterprises occupied 11.76%. The state-owned enterprises occupied 45.88%. The government institution or public institution occupied 42.36%. From the type of the team, the marketing team occupied 9.41%.

The research team occupied 2.35%. The management team occupied 41.18%. The service team occupied 18.82%. The producing team occupied 28.24%.

Research measuring tool

(a) Paternalistic leadership

This study is performed to measure the leadership model. Paternalistic leadership covers three dimensions, including authoritarian leadership, benevolence leadership and moral leadership. This research only studies authoritarian leadership and benevolence leadership, so the part of moral leadership will not be included in the table. The measuring tool is taken from the paternalistic leadership scale and some from. The add questions include "he (she) will help me to solve problems in life." in benevolence leadership, and "subordinates have to obey him (her) " in authoritarian leadership A total of 19 questions^[18]. 19 questions in total.

(b) Team emotional atmosphere

The scale reported by team members and developed from LIU and so on has four topics, of which the higher the score is the more positive the team emotional atmosphere is. For example, /in the team, we find it very motivated for us to work 0;/in the team, everyone is full of youthful spirtity 0. The internal consistency reliability coefficient of the scale is 0.81.

(c) Team innovation performance

Since it is difficult to measure the team innovation performance by objective financial indicators, BARRICK and so on suggest to measure it by subjective judgment. Measurement of team innovation performance of the research is reported by the team leader by using a scale developed by LOVELACE and so on from the perspective of innovation outcome and from the aspects of product innovativeness, quantity of originality or idea, overall technical performance, adaptability to change and so on. There are four topics in total. For instance,/the outcome of the team's work is very novel 0;/ the team produced a lot of creative ideas or new ideas 0./ the internal consistency reliability coefficient of the scale is 0.87.

Previous studies have shown that leader's background variables composed of gender, age and level of education and team background variables composed of team organization type and team type may have an effect on team status and performance. As a result, gender, age and level of education of the leader, team organization type and team type will be taken as control variables in the research.

All measuring tools adopt Five Point Likert Scale. As authoritarian leadership, benevolence leadership and team emotional atmosphere are evaluated by many members of the team through calculating Rwg, F statistical magnitude and ICC (int ra - classcorr elat ion), or even ICC (1) and ICC (2) to determine whether the data can be gathered to the team level. Please refer to TABLE 3.

First of all, internal consistency Rwg of variables is valuated and displays a result that the average Rwg coefficients of authoritarian leadership, benevolence leadership and team emotional atmosphere are respectively 0.89, 0.87 and 0.93 and exceed the critical standard of 0.70, which indicating the capability of satisfying the requirement of team internal consistency. Second, between-group differences are inspected through analysis of variance and analyses of ICC (1) and ICC (2).

From TABLE 2, all the three variables' F statistical magnitudes through analysis of variance is greater than 1 and their $p < 0.001$ level is significant; ICC (1) and ICC (2) of the three variables are greater than empirical criterion, namely $ICC(1) > 0.05$ and $ICC(2) > 0.50$. Consequently, data of authoritarian leadership, benevolence leadership and team emotional atmosphere of individual level can be gathered to team level for statistic analysis. And the gathered data will be used in the following data analysis.

The average value, standard deviation, coefficient of correlation and coefficient of internal consistency of all the main variables in the research refer to TABLE 3. Hierarchical regression method is mainly adopted in the research for testing of hypothesis with the analysis results shown in TABLE 4.

TABLE 2: The mean value of each major variable and standard

Deviation and Correlation Coefficient among the Variables						
variable	Mean Value	Standard deviation	1	2	3	4
1. Improper supervision	3.34	0.54	(0.89)			
2. Benevolence leadership	3.82	0.52	0.69**	(0.92)		
3. Team emotion atmosphere	3.73	0.55	0.48**	0.70**	(0.81)	
4. Team innovation performance	3.82	0.70	0.17	0.11	0.22**	(0.87)

Comments: * * 、 respectively shows $p < 0. 01$ 、 $p < 0. 05$ the same below; the numbers in the bracket means reliability coefficient A.

TABLE 3: Test result of variable data gathering

Variables	Rwg	ICC (1)	ICC (2)	F
Authoritarian leadership	0.89	0.28	0.75	96* * *
benevolence leadership	0.87	0.30	0.77	35* * *
Team Emotional Atmosphere	0.93	0.26	0.73	70* * *

Note: * * * indicates $p < 0. 001$, the same below.

TABLE 4: Hierarchical regression statistical results N = 96

Predictive variable	Team innovation performance			
	Model 2	Model 2	Model 3	Model 4
Pattern of organization- privatization	-0.15	-0.18	-0.17	-0.10
Pattern of organization- state-owned	0.02	-0.06	-0.06	0.03
The team leader's sex	0.19	0.19+	0.20+	0.25*
Control the team leader's age	0.17	0.18	0.18	0.10
The the team leader's education status	0.00	-0.02	-0.02	0.09
Variables team pattern-sales team	0.08	0.03	0.02	0.02
Team pattern-group for research and development	-0.15	-0.18	0.18	-0.29*
Team pattern- management team	0.09	0.03	0.02	0.05
Team pattern--service team	0.00	-0.06	-0.06	-0.09
Independent authoritarian leadership		0.20	0.20	0.22
Variables benevolence leadership		-0.13	-0.14	-0.08
Adjusted variables team emotion atmosphere			0.03	-0.10
Authoritarian leadership x				
Interaction Team emotion atmosphere				-0.39*
Benevolence leadership				
Team emotion				0.42*
R ²	0.39	0.42	0.42	0.47
F 2	2.62**	2.43**	2.24*	2.46**
ΔR ²	0.39	0.02	0	0.06
ΔF	2.62*	*0.68	0.02	2.92

Comment: +means $p < 0. 10$.

Hierarchical regression follows the following steps:

Step 1: Add the control variable, such as the sex, age and education status of the team leader. As these control variables are all categorical variables, their various variable are respectively disposed as dummy variable. Step 2: Add the team leadership style of independent variable, that is, the benevolence leadership and authoritarian leadership. Step 3: Add regulated variable and improve the team emotion atmosphere. Step 4: Add interaction between independent variable and regulated variable. During the

period of testing the interaction effect, this research has centralized all the major variables in the models, so as to lessen the multiple mutual linear problems among the variables. The result indicates that after control variable is added, there is no distinguished relationship between the benevolence leadership, authoritarian leadership and innovative performance. From this, hypothesis 1 and hypothesis 2 get no support, while the interaction between the group of the benevolence leadership and the team emotion atmosphere and the group of authoritarian leadership and team emotion atmosphere exert appreciable impact on the team innovation performance ($B = -0.39, p < 0.05$; $B = 0.42, p < 0.05$). Thus, hypothesis 3 and hypothesis 4 have been validated. When the team emotion atmosphere tends to be positive, the benevolence leadership and team innovative management tend to be positive correlation; the authoritarian leadership and team innovative management tend to be negative correlation. While the team emotion atmosphere tends to be negative, there exists negative correlation between the benevolence leadership and innovative management; there exists positive correlation between authoritarian leadership and team innovative management. In accordance with the methods recommended by AIKEN etc have drawn the influence model of the interaction between authoritarian leadership and the benevolence leadership. These indicate being higher than the mean value by a unit of a standard deviation (Mean+ 1SD) and “low “indicates being lower than the mean value by a standard deviation (Mean-1SD).

DISCUSSION

Discussion on the conclusion

(1) This research studies influencing mechanism which positive and negative leadership behaviors exert on the team innovation management at the team level. Compared with the research on the individual level, the influence which the leader behavior of positive and negative exerts on the result variable of the team level have not got enough attention. Up to now, few related research achievements have been published. This research expands the influence that the positive and negative leadership behaviors exert on the outcome variable to the team level. By investigating the function of team emotion atmosphere, which serves as a team contextual variable, as well as substitute factor in the leadership style, a more overall and systematic acquaintance have been formed, which positively contributes to the research on both deepening the effect on the team emotion atmosphere and the effective factors of the team in team innovation management.

(2) The study expanded the research field in feelings of organization. The relations between positive and negative leadership behaviors and team innovation performances may be complicated so we should make a further examination for their inner team innovation performance. We took the heuristic model of team effectiveness as our foundation and considered team course and team situation all this will help us understand the inner course of our leaders actions. we took the heuristic model of team effectiveness as our foundation which was presented by Cohen and Bailey (1997) and considered the feeling of team may play regulative roles between positive and negative leadership behaviors and team innovation performances. From the view of feelings of team, the study provided a new perspective for us to understand team innovation performances. And it enriched our team innovation study.

(3) the study verified and deepen the contingencies of sincere leading and authoritarian leadership further which existed in our country. Considering the peculiarity of our culture such as: high power distance, collectivism, High uncertainty avoidance, the long-term orientation and relationship it is necessary for us to make the study of positive and negative leadership behaviors under our county. Based on the situation of our county, the study took more reasonable method to explore the conducts of authoritarian leadership and sincere leading, to explore the affection of team innovation performances and they are sustained efforts to the study of past leadership contingency theory. By the study we found in the courses of influence of team innovation performances from leaders, the main effects to team innovation performances from both sincere leading and authoritarian leadership were not obvious. And all above show that the influences from sincere leading and authoritarian leadership were varying and it was influenced by leading substituted factor- feelings of team to some extent it can explain why the

research results about the influences to subordinate and team innovation performances from sincere leading and authoritarian leadership in past study were inconsistent. Team emotional atmosphere are different so in some teams sincere leading and authoritarian leadership have positive influences to team innovation performances and in other teams leading and authoritarian leadership have negative influences to team innovation performances so we can not study separately and we should take the functioning situation- team emotional atmosphere into consideration.

(4) This study showed team emotional atmosphere as leadership substitutes and offset elements plays an important role. To be specific, when improper supervision behaviors influenced the team, emotional atmospheres as a leadership offset element topped or weakened the influence which was brought by improper supervisors; when sincere leading influenced the team, emotional atmospheres as a leadership substitutes element can provide guidance, recognition, motivation and stimulation for its subordinates and can promote its members to take innovation activities. And it also supported research results of BASU and to some extent that is sincere leading had negative influences to the innovation of subordinate and it may stop innovation in some specific situation. So it is not out of style for improper supervision behaviors and sincere leading is not fit for all things. Such opinion has important meaning and practical management values to the study of sincere leading and the theory of no supervisor.

The study is more strictly in its study design. Such as it took the study design of longitudinal tracking and data capture method of multiple resources (the intervals of investigations were three to five months, and team leaders and members evaluated the different variates respectively), so problems of common method variances were avoided efficiently and we can reveal causal relationships among those variates more easily.

Study limitation and future research direction

The study exist some limitations inevitably: teams of the research came from different groups and different types of organizations; the work is different and we can not measure team innovation performances by objective indicator of innovation performances so the evaluations of team innovation performances were subjective assessments which made by team leaders; for the statistic analysis of multiple regression, sample sizes for research were still less, for the numbers of teams which had their own characteristics, they didn't meet the requirements of large samples investigation. The scales which used by the research were all had good reliabilities and validities in the past research and in research of this time but after the measure of multidimensional concept of sincere leading and improper supervision behaviors, the significance of the researches may change and it may be one of the reason why the main effects were not distinct in the research results. In feature research, we can take objective indicators of innovation performances to measure sincere leading and improper supervision behaviors more fully and verify the conclusion of the research.

This study did not explore the moral leadership in the team, and only took authoritarian leadership and benevolent leadership as the predictive variables for discussion. Recently, independent literatures on moral leadership tend to increase, and both eastern and western scholars recognize the importance of moral leadership, so in the future, moral leadership can be added in, for a more comprehensive understanding of paternalistic leadership in the Chinese enterprise teams. Second, this study discusses the relationship between team leadership, team conflict and team commitment, individual level. Later, it can also starts from the team level, indicating the exact relationship between team leadership, team emotional atmosphere and team innovation performance.

Finally, paternalistic leadership is peculiar to Chinese organization leadership, so the future study, will involve different Chinese society, such as: China, Hong Kong and Singapore, etc., to verify and compare the efficacy and reaction of supervisor and subordinate in different countries on paternalistic leadership.

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