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**The impact of key leadership characteristics on
employee innovation behavior in the context of
Chinese management culture**

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The impact of key leadership characteristics on employee innovation behavior in the context of Chinese management culture

1. Area of research

1.1. A History of Research on Employees in Organizations

For the organisation, all employees work together to produce the benefits the organisation wants. The human relations movement in the 1920s, opened up the study of individual employees in organisations. A number of scholars have begun to focus on the impact of individual employees in organisations on organisational performance, and the factors that influence individual employee performance. Elton Mayo has made a very important contribution in human relations. Elton Mayo proposed to link individual employee psychological factors to performance outcomes. Elton Mayo found that conditions of work, conditions not directly relevant to the task, method of the supervisor, all affect employees' psychology and further influence performance (Mayo, 1930, Mayo, 1945, Sarachek, 1968). Since then, a large number of scholars have applied human relations as an important research topic to organisational management (Whiting, 1964).

Based on the study of human relations, Drucker first introduced the concept of human resources. Drucker emphasised the importance of human resources to the organisation. Human resource management should be oriented towards organisational goals and needs to focus on developing employees' innovative skills (Drucker, 1954). Afterwards, many scholars began to study human resource management, and Paul Pigors and Charles Myers wrote a book on human resource management, which collated the views of many people and identified an important basis for later human resource management. They systematically present the dimensions of HRM, suggesting that organisations need to focus on human behaviour and potential (Pigors, 1964).

At the same time as HRM research was gaining traction, Flanagan proposed the critical incident technique, which proposes research through the collection and analysis of human behaviour (Flanagan, 1954). In the same period, McClelland opened up the study of individual characteristics, arguing that individual motivation to achieve was important and could be measured by analysing individuals' imagined behavioural characteristics

(McClelland et al., 1953, McClelland, 1961). For over 30 years, McClelland has been working on individual competencies. McClelland proposed the Behavioural Event Interview (BEI) based on Flanagan's critical incident technique and an assessment method optimised by Dailey, and the BEI has been widely applied to the assessment of individual competencies (McClelland, 1973, McClelland and Boyatzis, 1980, McClelland, 1998). Boyatzis has also made a significant contribution to the study of individual competencies and has proposed a model of competencies for managers. Boyatzis also used the Behavioral Event Interview (BEI) (Boyatzis, 1982). To this point, the competency model has gradually spread globally in the event of corporate human resource management.

However, in nearly 20 years of corporate events, the application of competency models has been met with many sceptical voices. Questions have been raised about the validity of the competency model, its fit for the business, the timeliness of updates and the ease of application. For example, Mohan have suggested that competency models are difficult to use and understand in everyday work, thus reducing the effectiveness of performance management (Mohan, 2013). At the same time, the contribution of HRM to organisational performance has been argued by a large number of scholars since the 1980s (Huselid, 1995, Snell and Youndt, 1995, Borman et al., 1995, Delaney and Huselid, 1996, Becker and Gerhart, 1996). For example, Huselid provides a good overview of previous scholarly research and presents his own findings that confirm the positive effects of HRM on organizational performance (Huselid, 1995). In recent years, some scholars have also been studying competency model for specific positions as well, in the hope that competency model will facilitate the selection and training of personnel in this category. For example, Chen et al. examined the competency of real estate project managers in the Chinese context (Chen et al., 2019a). Silveyra et al. studied Teachable Entrepreneurship Competencies (Silveyra et al., 2021) , also, they give scales based on competency. Daouk - Öyry et al. found the competencies, open mindedness, research knowledge and skills, ethicality in research, resourcefulness and relationship management, to be very important to Managers in Hospitals (Daouk - Öyry et al., 2021). Wang studied the competency model of luxury managers (Wang, 2022). Some scholars also study specific competency items for specific groups of people to determine the importance of that competency. Such as, Poba-Nzaou et al. studied IT competencies for Human Resource (HR) managers (Poba-Nzaou et al., 2020).

Corner et al. suggest that individual intercultural competencies of managers are very important in multinational corporations when dealing with emerging markets (Corner et al., 2021). But such studies rarely appear in high-ranking academic journals.

1.2. Importance of Employee Behavior Research

The question of how to ensure that HRM plays a full part in organisational performance is a very important one. As Campion et al. suggest, competency models are built to translate an organization's strategy down to specific employee behaviors. Campion et al. also attempted to study the role of competency modelling in driving organizational strategy to specific employee behaviors (Campion et al., 2020). In order to avoid problems with the application of the competency model in practice, the authors believe that finding the key employee behaviours that affect organisational performance and employee performance, and promoting these key behaviours, would be a very effective way. For example, Siemens, a global leader in leadership research, has gradually shifted from traditional competency models to scenario-based behavioral development. The details can be found in the white paper on leadership published by Siemens China, a shift based on Siemens' own management practices. Gilbert's research on employee behavior has inspired the authors, and his research has become an important theoretical foundation for the field of performance improvement techniques. Gilbert said that based on Skinner's theory, he proposed multidimensional factors that influence the outcome of individual employee behavior (Gilbert, 1978). The relationship between employee behavior and organizational performance is obvious because organizational performance is the result of a number of listed employee behaviors. Gilbert gave us the dimensions to analyse employee behavior, while more scholars have studied the impact of managerial leadership or behavior on employee behavior. For example, Babalola et al. examined how managers' bottom-line mentality can influence employees' unethical pro-organizational behaviour (Babalola et al., 2021). Park et al. study found that managers' LMX affects employees' organisational citizenship behaviours (Park et al., 2022). Jiang et al. examined relationships between job insecurity and employee behavioural outcomes, including task performance, organizational citizenship behaviour, creative performance, safety behaviour, and counterproductive work

perspective of technological innovation in 1961 and continuing to reprint it (Burns and Stalker, 1994).

Wilson summarises the concept of organisational innovation, identifies the role of organisational innovation in contributing to organisational performance, and attempts to go through the process of how organisational innovation occurs. At the same time, he mentions four types of innovation at the level of organisational management: technological innovation, managerial innovation, policy innovation and goal innovation (Wilson, 1966). Becker et al. strongly acknowledge the positive effects of innovation on firms at the time, and collate the research of various scholars (Becker and Whisler, 1967). Wilson's research made a significant contribution to organisational innovation in later stage firms. Zaltman et al. also affirm the importance of organisational innovation and further expand on Wilson's research by suggesting characteristics of innovation: degree, scope, speed and source. It is also suggested that the environment, leadership etc. within an organisation can have an impact on innovation (Zaltman, 1973). Varadarajan and Ramanujam's research into good companies has shown that excellence in performance is strongly related to innovation in products and processes (Varadarajan and Ramanujam, 1990). Nicholson et al. based their analysis on business management practices and found that a firm's level of innovation is positively correlated with its performance indicators and that a firm's internal management has an impact on the level of innovation (Nicholson et al., 1990). Mckinlay and Starkey raised the importance of innovation management in business in 1988, elevating it to the level of building a competitive business. He raised the importance of innovation management in business in 1988, elevating it to the level of building a competitive business (Mckinlay and Starkey, 2004).

From the point of view of long-term business development, no one will ever question the role of innovation again. Later research focuses on the process by which innovation occurs, how it is managed and how it is facilitated. The author aims to study the factors that affect the occurrence of employee innovation behavior in organizations. Zaltman et al. suggested that the environment, leadership etc. within an organisation can have an impact on innovation (Zaltman, 1973). Daft proposed that innovation is composed of two core components, technical innovation and administrative innovation, which interact with each

other, and suggests that innovation should happen in both directions, processes—bottom-up and top-down (Daft, 1978). Zmud proposed Managerial behaviour and leadership can have an impact on the innovative behaviour of employees. Management attitude and organizational receptivity toward change, however, were generally found to influence organizational innovation (Zmud, 1984). Scott and Bruce demonstrate that individual employees, organisational climate and managerial leadership all have an impact on employees' innovative behaviour (Scott and Bruce, 1994). Oldham and Cummings found that job complexity, non-controlling supervision, and supportive supervision contributed significantly to creativity outcomes (Oldham and Cummings, 1996). Eisenhardt and Martin also argue for the importance of innovation from the perspective of building dynamic organisational capabilities, especially where product innovation will enable firms to develop important market competencies (Eisenhardt and Martin, 2000). Janssen et al. mentioned that knowledge, skills and ability of group members, group tenure, diversity among group members, group processes, and external demands on groups all influence organizational innovation (Janssen et al., 2004).

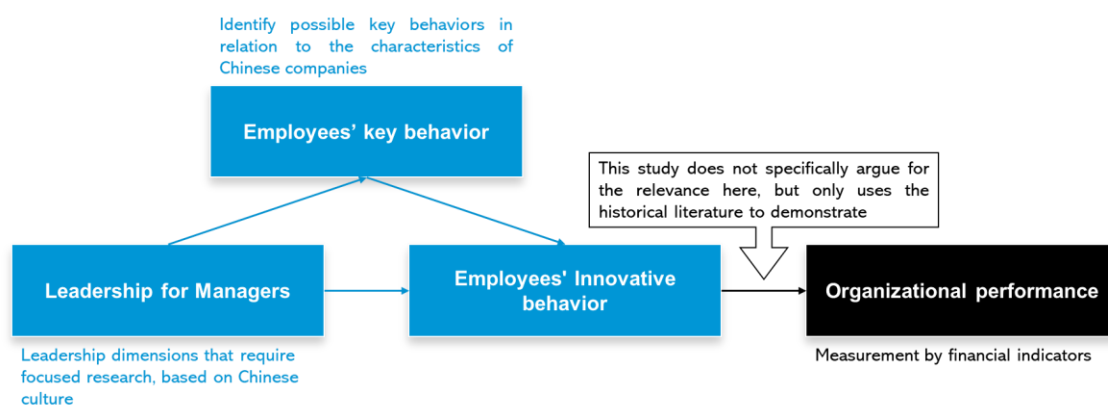
In recent years, research has focused on the factors influencing the occurrence of innovative behaviors, with more in-depth analyses from multiple perspectives, including the individual and the environment. There are also a number of articles published in high-ranking journals. Lee et al. found that employee proactivity is conducive to innovative change in organizations and that human resource management can facilitate employee proactivity (Lee et al., 2019). Marinova et al. found that organizational climate is associated with organizational citizenship behaviors, which in turn affects employees' creative behavior (Marinova et al., 2019). Marshall et al. found that part-time entrepreneurship can facilitate the acquisition of knowledge and skills conducive to enacting innovative behaviors as employees (Marshall et al., 2019). Williamson et al. propose that sleep quality contributes to the occurrence of innovative behavior in employees (Williamson et al., 2019). Argyres et al. examined the effects of R&D structure and internal inventor networks on innovative behavior from an organizational management perspective (Argyres et al., 2020). Wu et al. examined the relationship between Work process-related lead usersness and employee innovation, in which self-efficacy and lower job autonomy would play a mediating role (Wu et al., 2020). Alikaj et al. found that employees' thriving at work was positively correlated

with employees' creative behavior (Alikaj et al., 2021). Boulamatsi et al. found positive framing moderated learning adaptability and innovative behavior (Boulamatsi et al., 2021). Guo et al. affirm the importance of innovation to organizations, while suggesting that employees' knowledge hiding behavior can have a negative impact on their own innovation behaviors (Guo et al., 2022). Jiang et al. studied the effect of job insecurity on creative performance (Jiang et al., 2022). Of course, there are positives and negatives to everything, and some scholars have reminded us that we need to be concerned about the negative impacts of innovative behaviors in organizations on employees. Ng and Wang found that innovative behavior could then cause other employees to disengage from their work (Ng and Wang, 2019).

1.5. Direction of this research

Based on these reflections, the authors have identified the following research directions. The author attempts to further search for managerial leadership factors that may influence the innovative behaviour of employees in companies, as well as key employee behaviours, in the context of Chinese cultural background and management practices. It is hoped that such a study will provide a theoretical basis for the developmental aspects of employee innovation in Chinese companies. In the Chinese cultural context, companies have developed managerial leadership with Chinese characteristics, as well as a corporate culture with Chinese characteristics. Both the leadership of these managers and the behaviour exhibited by employees in the corporate culture have an impact on the innovative behaviour of employees.

Preliminary thoughts on research directions



The authors have made a list of key words in the analysis, some of which appear more frequently in studies of relevant subjects. For example, transformational leadership, self-efficacy.

List of keywords related to "Innovative behaviour" (Part I)

| Keywords | Str. | Keywords | Str. |
|-------------------------------------|------|-------------------------------|------|
| Transformational Leadership | 40 | Proactivity | 9 |
| Self-efficacy | 37 | Career Development | 8 |
| Knowledge Sharing | 32 | Commitment | 8 |
| Job Involvement | 27 | Job Stress | 8 |
| Organizational Commitment | 24 | Mediation | 8 |
| Social Exchange | 23 | Self-determination Theory | 8 |
| Motivation | 23 | Servant Leadership | 8 |
| Empowerment | 22 | Transactional Leadership | 8 |
| Information Sharing | 18 | Conflict | 7 |
| Autonomy | 17 | Innovativeness | 7 |
| Intrinsic Motivation | 16 | Organizational Identification | 7 |
| Psychological Capital | 15 | Shared Leadership | 7 |
| Diffusion of Innovations | 14 | Absorptive Capacity | 6 |
| Organizational Learning | 14 | Employee Engagement | 6 |
| Job Satisfaction | 13 | Inclusive Leadership | 6 |
| Organizational Citizenship Behavior | 13 | Interpersonal Relations | 6 |
| Leader Member Exchange | 12 | Management Support | 6 |
| Psychological Empowerment | 12 | Openness to Experience | 6 |
| Supervisors | 12 | Persistence | 6 |
| Organizational Support | 11 | Work-life Balance | 6 |
| Trust | 11 | Competitive Behavior | 5 |
| Employee Reviews | 10 | Employee Services | 5 |

List of keywords related to "Innovative behaviour" (Part 2)

| Keywords | Str. | Keywords | Str. |
|--------------------------------------|-------------|-----------------------------------|-------------|
| Harmonious Passion | 5 | Process Innovation | 4 |
| Knowledge Hiding | 5 | Psychological Feedback | 4 |
| Knowledge Transfer | 5 | Psychological Ownership | 4 |
| Psychological Safety | 5 | Risk-taking Behavior | 4 |
| Supervision of Employees | 5 | Superior-subordinate Relationship | 4 |
| Ambidextrous Leadership | 4 | Well-being | 4 |
| Collaboration | 4 | Curiosity | 3 |
| Emotional Intelligence | 4 | Diversity in the Workplace | 3 |
| Employee Participation in Management | 4 | Job Security | 3 |
| Idea Generation | 4 | Person-environment Fit | 3 |
| Innovative Climate | 4 | Positive Affect | 3 |
| Learning Goal Orientation | 4 | Self-perception | 3 |
| Mindfulness | 4 | Cooperation | 2 |
| Organizational Effectiveness | 4 | Ethical Leadership | 2 |
| Organizational Goals | 4 | Executive Ability | 2 |
| Originality | 4 | Individual Differences | 2 |
| Procedural Justice | 4 | Self-esteem | 2 |

Some of the factors on innovative behavior have been validated over the years. Such as, Transformational Leadership, Self-efficacy, Organizational Commitment, Social Exchange, Empowerment, Diffusion of Innovations, Organizational Learning, Job Satisfaction, LMX, Motivation, Psychological Empowerment, Supervisors, Trust, Employee Reviews, Career Development, Commitment, Conflict, Organizational Justice, Shared Leadership, etc. Average years of publication before 2018. Some factors have been more studied in recent years. Such as, Knowledge Sharing, Job Involvement, Information Sharing, Autonomy, Intrinsic Motivation, Psychological Capital, OCB, Organizational Support, Proactivity, Job Stress, Mediation, Self-determination Theory, Servant Leadership, Transactional

Leadership, Organizational Identification, Inclusive Leadership. Among the above subjects, Self-efficacy, Job Satisfaction, Conflict, Job Stress, and Personal and Organizational Climate have an impact on employees. Job Satisfaction, Job Stress all contribute to Innovative Behaviour of employees (Janssen, 2004, To et al., 2015, Rasheed et al., 2023).

2.2. Team Involution Behavior Affects Employee Innovation Behavior

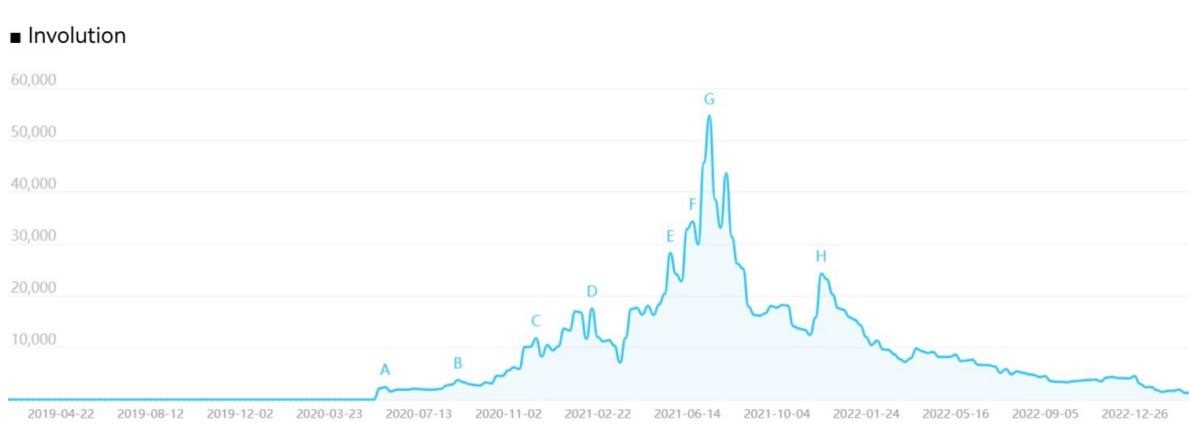
However, In China today, companies are facing unprecedented business competition. In the last 20 years, many companies have gradually emerged from the competition with an involute (内卷) corporate culture. The authors argue that such a corporate culture is not conducive to corporate innovation and may even become a resistance to the building of corporate competitiveness. Involution (内卷) behaviour is a relatively new term in Chinese, and there is no direct English equivalent for this word. It refers to a phenomenon of overwork and over competition in society, where individuals feel compelled to work harder and compete more fiercely with their peers in order to achieve success. A possible translation for Involution behaviour in this context could be “Over-work”, “Over-competition”, “excessive competition”, or “hyper-competitive culture”. Employee's Involution behaviour be defined as a state of over-competition or overwork, which may be caused by employees feeling the need to constantly pursue higher standards or compete with colleagues in their work.

The concept of Involution in China was first introduced by Myers and Huang in the field of economics (Myers and Huang, 1985). What Huang also illustrates in his work as a Chinese scholar is that China's regional economic. Subsequently, the concept of involution spread throughout Chinese academia. In 2020, students at Tsinghua University applied the term involution to describe the current state of academic competition among students in their school. Thus, the term "involution" has entered the social perspective, and it has spread rapidly because it coincides with the current competition between students and business practitioners in Chinese society.

From 2020 onwards, the act of involution has gained widespread social attention, especially

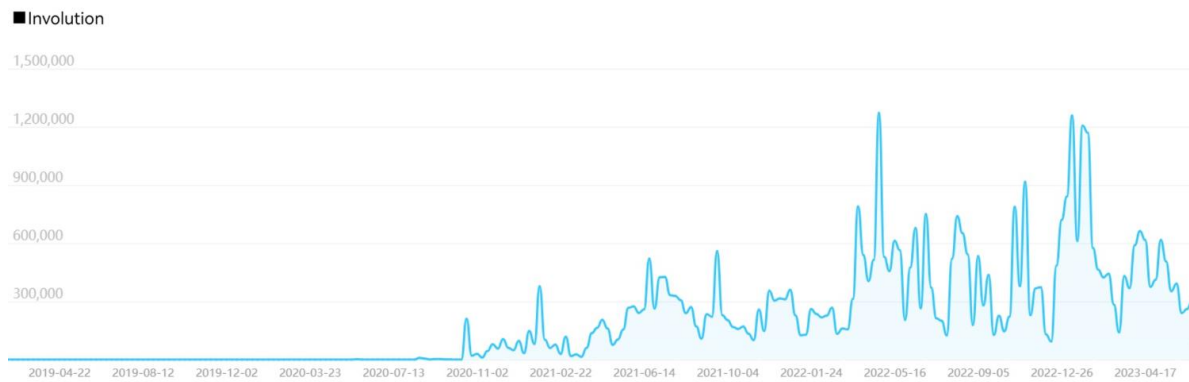
in China's more economically developed cities.

Baidu Index for "Involution"



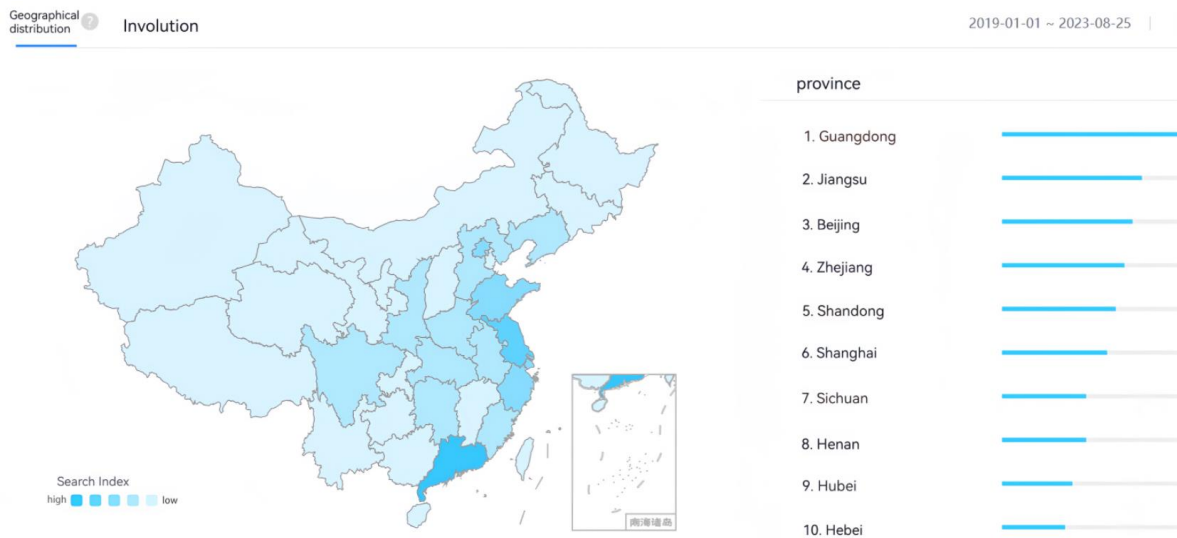
Source: baidu.com

Baidu information index for "Involution"



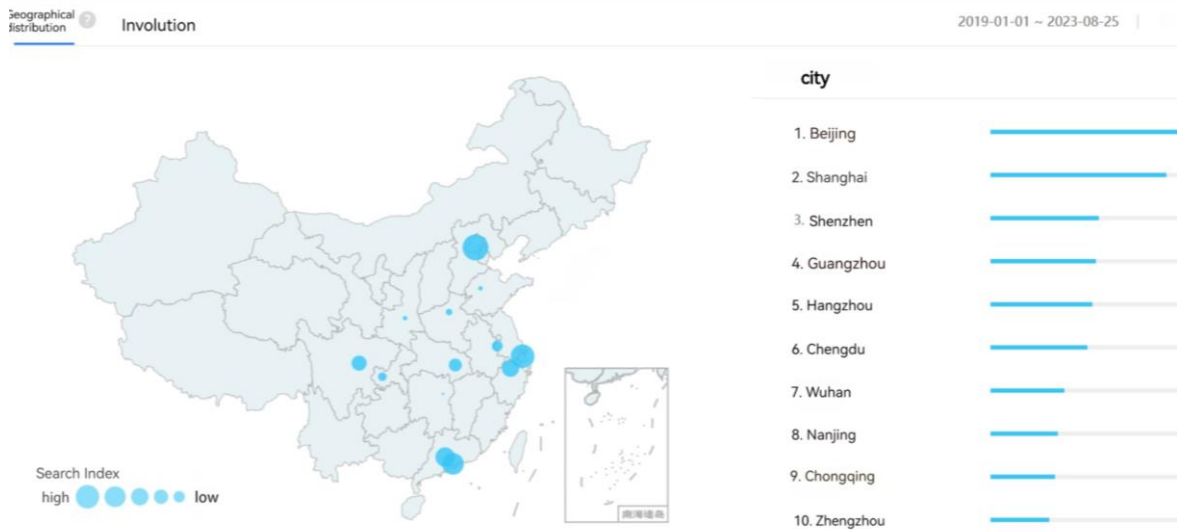
Source: baidu.com

Baidu search heatness of the provinces on "Involution"



Source: baidu.com

Baidu search heatness of the city on " Involution "

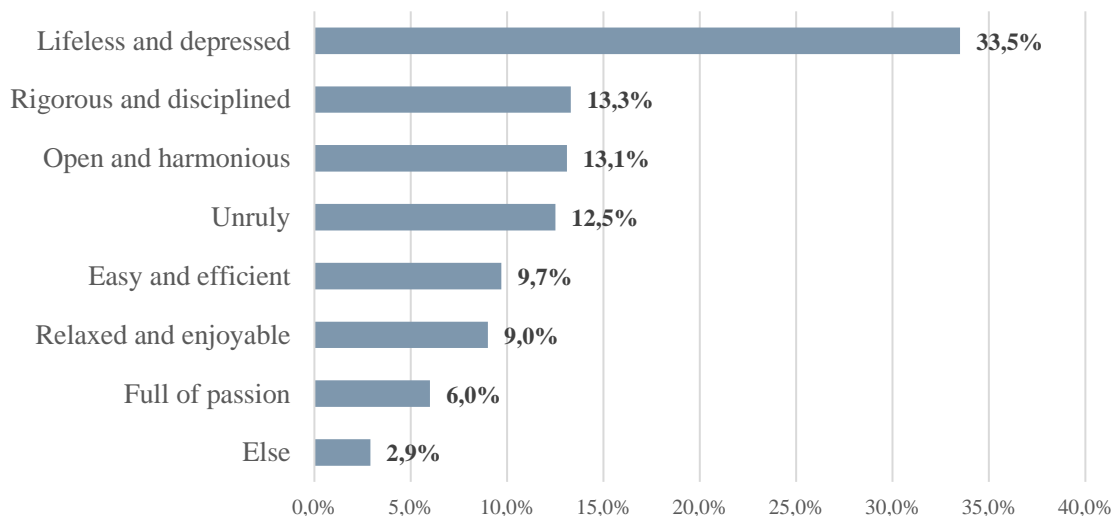


Source: baidu.com

From the above data searched by Baidu, the behavior of involution has been widely noticed by the society, especially in the more economically developed provinces or cities. It is important to research and explore exactly how involuntional behavior affects organizations.

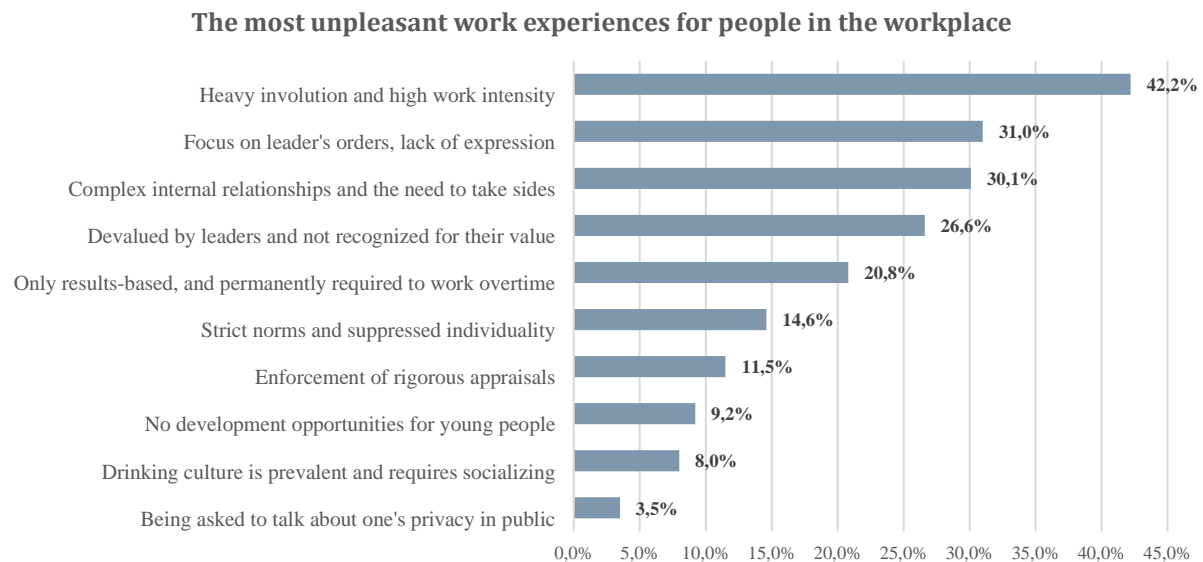
From the research results of China's largest domestic recruitment website: Zhaopin (Zhaopin.com, Zhilian Zhaopin), it is clear that involuntional behavior has become the biggest annoyance for the employed.

Employees' perception of the company's cultural climate



Source: Zhaopin.com

According to Zhaopin's research, in terms of employees' perception of the company's culture climate, a whopping 33.5% of people believe that their company's internal Lifeless and depressed.



Source: Zhaopin.com

Combine that with the fact that professionals are the least favorite phenomenon in the workplace. Involving behavior is very frequent in Chinese companies and job seekers are very weary of this aspect. As the term involution has circulated under the internet, it has become different from its original definition. There is also no current, particularly good, harmonized definition of the term involution. The authors have searched with ChatGPT-4.0, which gives the following definition of the behavior of involution: involution is a concept originating from Chinese society, referring to a phenomenon where individuals intensify their efforts in a specific field due to competition, but overall benefits do not correspondingly increase and may even decrease, creating a vicious cycle. This term was initially used in economics and later applied to areas such as education and employment. It exhibits in several ways, Excessive Competition, Diminished Returns, Aggravated Social Contradictions, Reduced Quality of Life. Of course, in recent years, some Chinese scholars have also begun to study involitional behavior within firms. For example, Sun et al. studied the impact of corporate involution on organizational innovation. They found that intrapreneurial behavior can improve organizational innovation when it is weak, but as intrapreneurial behavior deepens further, it has a negative impact on organizational

innovation. Over-time and Over-competition were largely emphasized in their study (Sun et al., 2023). In addition, Zhang et al. did the latest research based on the actual situation of Chinese enterprises, and they proposed a definition of team involution based on the research of previous Chinese scholars: defining team involution as a kind of working atmosphere, which refers to the fact that when the external environment of the team is restricted and the limited resources within the team, team members form a path path locking, the constant pursuit of refinement and complexity in work, and the formation of vicious competition within the team. The team members are locked in their paths, pursuing refinement and complexity in their work, and creating vicious competition within the team. They found that the teamwork engagement that team involution brings to the organization is not significant, but instead it significantly brings negativity to the team. In the scale they used, Zhang et al. mainly emphasized frequent Over-time work, Little leisure time, High work stress, Low level of imitation and copying work, Over-competition (Zhang et al., 2023). Based on the above research status, the authors will conduct further research on the definition of involution mainly with reference to Zhang et al.

Combined with the previous research on the factors affecting innovative behavior, as well as the definition and behavioral manifestations of involution, the authors will also further study the impact of employees' involitional behavior on innovative behavior. According to the authors, the involitional behavior of employees within an organization can cause excessive overtime behavior internally, which results in excessive work intensification and work pressure on employees, which can also cause a sense of job dissatisfaction, all of which can affect employees' ability to exhibit innovative behavior. At the same time, employees' creativity and willingness to innovate is affected by the fact that they are not well rested and are forced to do their tasks. Excessive internal competition also affects the knowledge sharing behavior among employees, and may even cause internal conflicts, thus affecting the innovative behavior of employees.

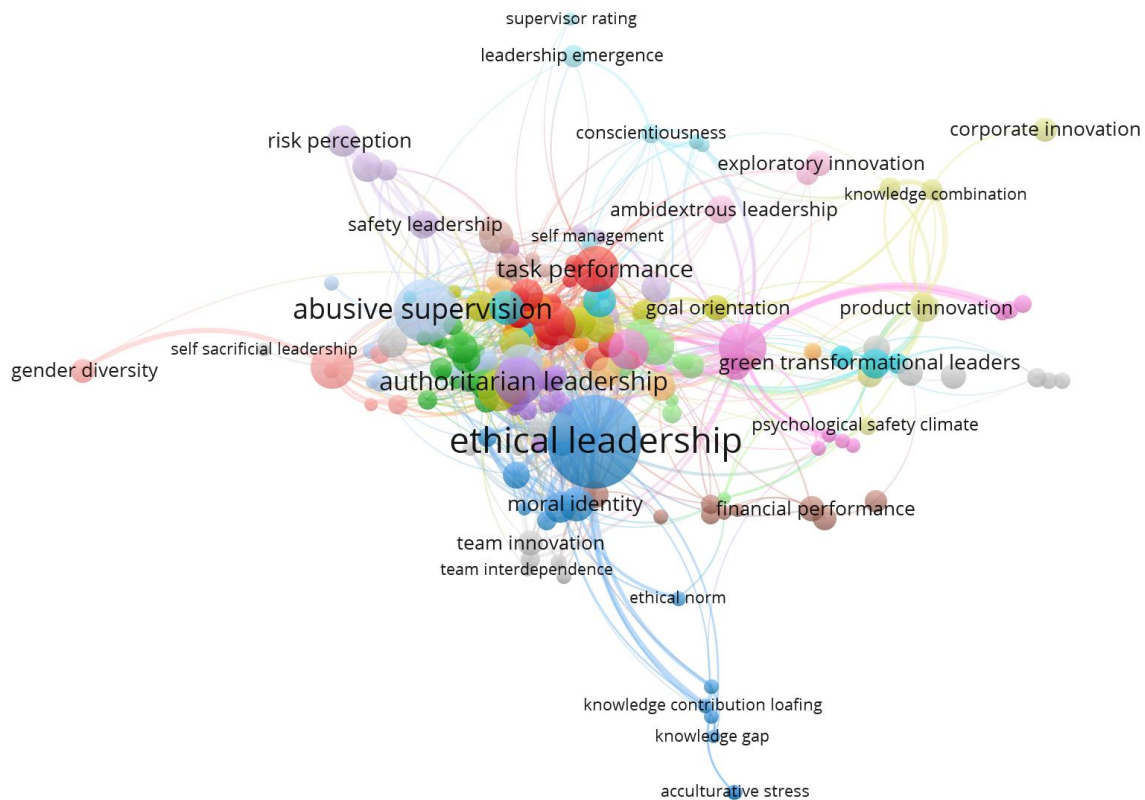
As we all know, employee involution in Chinese companies is partly due to the strong sense of competition that Chinese people have carried since they were students. It is well known that employee involitional behavior within Chinese companies is in part due to the overly competitive consciousness that Chinese people carry with them from their student days.

Many employees within companies are also the beneficiaries of excessive competition from their student days, and with the pressure of the employment environment, such competition will become even more intense. The number of people taking the college entrance exam and the number of people going to graduate school in China is a good reflection of this. However, the authors argue that the implosion behavior of employees within a company is very much related to the management style and leadership of the managers in the organization, as well as the organizational culture.

2.3. Managerial Leadership in the Context of Chinese Culture

While studying the impact of involuntional behavior on innovative behavior, the authors also wanted to go for the leadership factors of managers that affect the involuntional behavior of employees within the organization. Here we have to start our research with the main leadership characteristics of managers in the context of Chinese culture. Using China and leadership as keywords, the authors have organized the relevant research papers as follows.

VOSviewer Network for " China and Leadership " related literature



The emergence of this phenomenon is closely related to leadership in the context of Chinese culture. The author has compiled the relevant documents using China and leadership as keywords. Further, the authors used VOSviewer to perform a keyword analysis of the approximately 2,500 papers collected. Based on the analysis of VOSviewer, the authors identified the main keywords in the following.

List of keywords related to " China and Leadership "

| Keywords | OCC. | Keywords | OCC. |
|-----------------------------------|------|-----------------------------|------|
| Authoritarian Leadership | 77 | Ethical Leadership | 13 |
| Authentic Leadership | 61 | Moral Leadership | 12 |
| Paternalistic Leadership | 33 | Directive Leadership | 10 |
| Benevolent Leadership | 30 | Global Leadership | 10 |
| Responsible Leadership | 27 | Instructional Leadership | 10 |
| Empowering Leadership | 27 | Family Leadership | 13 |
| Green Transformational Leadership | 24 | Knowledge Leadership | 7 |
| Inclusive Leadership | 23 | Participative Leadership | 7 |
| Charismatic Leadership | 21 | Self-sacrificial Leadership | 6 |
| Transformational Leadership | 17 | Visionary Leadership | 5 |
| Supportive Leadership | 17 | Functional Leadership | 5 |
| Entrepreneurial Leadership | 15 | Marital Leadership | 4 |
| Exploitative Leadership | 13 | Servant Leadership | 4 |

2.4. Statement of the research question

In their study of managerial leadership in the context of Chinese culture, the authors found that managers exhibit both favorable and unfavorable leadership styles, and that these may affect employee self-efficacy, which may result in diminished innovative behavior. While a large number of scholars in the previous studies on innovative behavior have investigated the impact of self-efficacy on innovative behavior, so the authors would like to further

explore the impact of managerial leadership on employee self-efficacy in the context of Chinese culture.

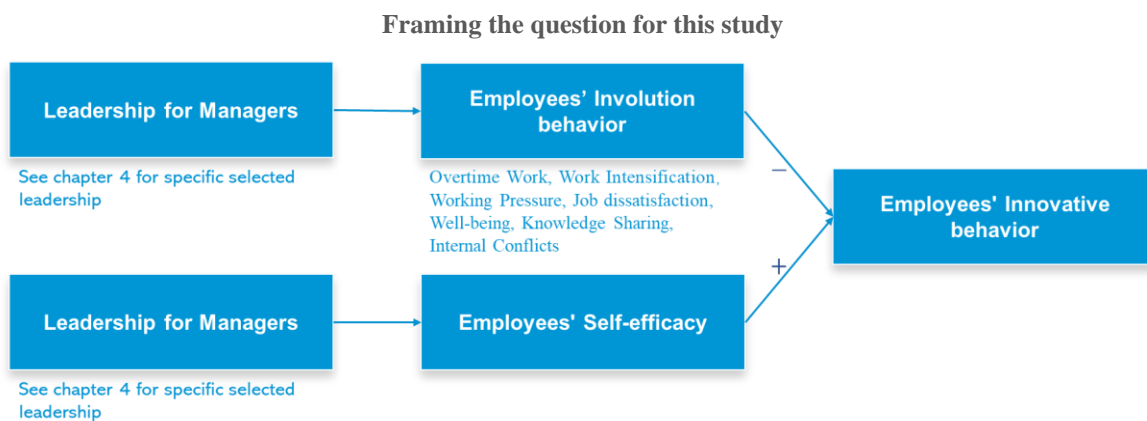
Based on the above findings, the authors would like to further focus the original research direction on the following research questions.

1 Excessive Involutional Behavior can have a dampening effect on employee Innovation Behavior

2 Employee Self-efficacy is positively related to employee Innovation Behavior

3 Some managerial Leadership can have an impact on employee Innovation Behavior (The specific subjects of this study will be selected in Chapter 4)

4 Some managerial Leadership can have an impact on employees' Self-efficacy (The specific subjects of this study will be selected in Chapter 4)



3. Literature review

3.1. Innovative Behaviour

Since the concept of innovation was introduced, scholars have not stopped studying it in depth. A number of scholars have given definitions of innovation. The importance of innovation was introduced by Schumpeter in 1920s, who gave a definition of innovation in socio-economic terms: The carrying out of new combinations (Becker et al., 2012, J.A.Schumpeter, 1934). Crossan and Apaydin have refined the definition of innovation based on the European Commission's Green Paper of Innovation (1995, pp. 1-2), which gives the following definition of innovation: Innovation is: production or adoption, assimilation, and exploitation of a value-added novelty in economic and social spheres; renewal and enlargement of products, services, and markets; development of new methods of production; and establishment of new management systems. It is both a process and an outcome (Crossan and Apaydin, 2010). There are also many scholars who have separately developed the concept of organizational innovation, studying it from the macro-environmental perspective faced by organizations, from the organizational perspective, and from the organizational micro perspective. Wilson was an early proponent of the definition of organisational innovation: organizational innovation as the conscious change of organizational goals, structure or procedures by some individuals or groups within or outside the organization, in order to improve the efficiency or adaptability of the organization (Wilson, 1966). Crossan and Apaydin have done a good job of combing through the high-quality literature from the 1980s-2000s, and we can find a large number of scholars who have studied it from the organizational perspective, and a small number of scholars who have studied it from the micro-level studies in organisations (Crossan and Apaydin, 2010).

In the studies of many scholars, no one has been able to give an overall framework for influencing innovation, but rather on the relevance of specific influencing factors. The authors attempt to look at the factors that influence the occurrence of innovative behaviour in terms of the mechanisms by which it occurs, where the level of innovative behaviour is not the same as the level of creativity. The authors look at the mechanisms by which individual innovative behaviour occurs. The innovative process proposed by Wilson was widely accepted and was divided into three steps: Conception, Proposing, Adoption and

Implementation(Wilson, 1966). However, Wilson's innovation process is presented from an organisational and societal perspective, and this process does not represent well the process by which individual innovative behaviour occurs. From a behavioural psychology perspective, it is important to look at how innovative behaviour occurs by referring to Skinner's stimulus-response reinforcement theory, which suggests that behaviour occurs in these three components(Skinner, 1954). Thomas F. Gilbert proposed a behavioural engineering model based on Skinner's theory in an attempt to provide a clearer picture of how individual behaviour occurs. In his model, the factors that influence the outcome of individual behaviour are divided into two levels: Person's repertory of behaviour and Environmental supports. in all three components of stimulus response reinforcement, both environmental and individual factors act together(Gilbert, 1978). The authors attempt to explain the mechanisms by which employee innovative behaviour occurs using Gilbert's behavioural engineering model, as follows.

Analysis of innovative behaviour using The Behavior Engineering Model

| | D- S Information | R - Instrumentation | S_r - Motivation |
|---|--|--|--|
| E Environmental supports | <p>Data Whether there are clear expectations, requirements and guidance from superiors for innovative behavior in practice When employees generate effective innovative behaviors, do upper management give positive feedback</p> | <p>Instruments Whether employees are supported by appropriate tools or methods when implementing innovative behaviors whether the organization provides a facilitated process</p> | <p>Incentives Whether there are effective incentives for innovative behavior in the organization, so that people can be motivated to produce innovative behavior consistently</p> |
| P Person's repertory of behavior | <p>Knowledge Whether employees understand the company's requirements for innovative behavior Do employees clearly know which situations require innovation</p> | <p>Capacity The ability of employees to perform innovative behavior Creativity Individual intelligence</p> | <p>Motives Whether employees are motivated to innovate</p> |

A number of scholars have also proposed a framework for the analysis of innovative behaviour, with a dimensional division that has similarities to Gilbert's framework. A section of scholars has attempted to give a framework for classifying the factors that influence innovative behaviour. Woodman et al. Effects of organizational characteristics, individual characteristics, and social influences on individual creative performance (Woodman et al., 1993). In defining innovative behaviour, Scott and Bruce draw a distinction between creativity and innovation based on previous scholarly research. He argues that creativity emphasises the idea itself, while innovation emphasises the implementation. Scott and Bruce give a definition of innovative behaviour: individual innovative behaviour as the outcome of four interacting systems—individual, leader, work group, and climate for innovation (Scott and Bruce, 1994). Yuan and Woodman gave a model of Employees' Engagement in different types of Creative Behaviour at Work: Motivational Orientation, Environmental Rigidity (Organization structural rigidity, Organization cultural rigidity , individual position), Employees' creative potential (Yuan and Woodman, 2021).

Based on the above analysis, the authors believe that we need to study the mechanism of the occurrence of employee innovative behavior from various aspects, there are individual factors as well as environmental factors. Employee Involutional Behavior belongs to the environmental factors of the occurrence of Employee Innovative Behavior, while Employee Self-efficacy belongs to the individual factors of the occurrence of Employee Innovative Behavior.

On an individual employee level, from previous studies by scholars, A selection of scholars have argued that Gender, Age, Education Level, and Years of Experience under the individual characteristics of employees have very little effect on the occurrence of creative behaviours. For example, Ettlíe and O'Keefe found that years of work, age, and individual innovative behaviour were barely correlated, and the correlation between Number in work group, Organization size, Education (years of college) and innovative behaviour was very weak (Ettlíe and O'Keefe, 1982). According to Farmer's research, Education Level has an effect on Employee Creativity (Farmer et al., 2003). But there are scholars who offer a different view, Choi found that being different from others in Age, Gender, will be related to

individual Employees' Creative Behaviour (Choi, 2007). Montani et al. found that Gender, had a significant impact on Innovative Work Behaviour (Montani et al., 2014). Therefore, the authors found it necessary to include Age, Gender, and Years of Experience as a control variable in the research at a later stage of the study. Although many characteristics of an individual have little effect on whether or not an individual will exhibit innovative behaviour, individual intelligence does have an effect on innovative behaviour, with those with higher individual intelligence being more active in their thinking and thus exhibiting better innovative behaviour. For example, Glynn particularly highlights the important role of Individual Intelligence in Individual Creativity and Organisational Innovation (Glynn, 1996). It has also been argued that an individual's Knowledge base can have an impact on Innovative Behaviour. Agnihotri et al. studied the effects of Knowledge, and Emotional Intelligence on Boundary Spanner Creativity (Agnihotri et al., 2014). Therefore, the authors wanted to use educational qualifications as a control variable for the study, which would range individual intelligence to some extent. Janssen classified innovative behaviour into two levels: Leader-rated, Self-rated. Further analysis found that Education had a more significant effect on both levels of Innovative Behaviour (Janssen, 2000).

Of course, there are many other factors that influence the innovative behaviour of employees at the individual employee level, but we were not able to include all of them in this study. For example, Ingram et al. found that Paradoxical Thinking is positively related to Innovative Behaviour (Ingram et al., 2016). Boulamatsi et al. examined how the relationship between newcomer Learning Adaptability and Innovative Behaviors in organizations has facilitated the occurrence of Innovative Behaviors (Boulamatsi et al., 2021). The authors argue that some of these features can be trained or influenced by external influences, so they are also not suitable for separate analyses. For example, some scholars emphasize Employees' Proactive, Le Blanc et al. suggest that Proactive personality would be positively associated with Employee Creativity (Le Blanc et al., 2021). Alikaj et al. found that Employee Thriving at Work fully mediates the relationship between Proactive Personality and Creative Behaviour (Alikaj et al., 2021). Companies want to increase the Creative Behavior and results of employees within the organization, and the characteristics of employees who are not well developed can be screened through recruitment. Wang and Zatzick have studied the ability to improve Organizational Innovation from recruitment

(Wang and Zatzick, 2019). The authors argue that the topic of whether or not Employee Self-efficacy, which has been heavily researched in relation to Employee Innovative Behavior as outlined in the previous paper, can be fostered and influenced still needs to be further argued. Chen et al. found that Supervisor Support, Intrinsic Motivation, General Self-efficacy, can promote Innovative Behaviour (Chen et al., 2016). Atwater and Carmeli found that Feelings of Energy had a significant impact on Creative Work Involvement (Atwater and Carmeli, 2009). Interactive effect between High-activated Positive Mood and Openness to Experience on Innovative Work Behaviour (Madrid et al., 2014). Therefore, the authors also selected Employees' Self-efficacy as a personal factor at the employee level to be studied.

From the organizational level, the cultural climate of the organization, its structure and work design, and the interrelationships among employees within the organization all have an impact on employee innovation behavior. Marshall et al. found that High Innovative Climate has a significant impact on the occurrence of Innovative Behaviour (Marshall et al., 2019). The encouragement for innovation developed in the organization will have a significant impact on the innovative behavior of employees. Yuan and Woodman found that, employees' Psychological Expectations, which were shaped by Contextual and Individual difference factors, include: Perceived Organizational Support for Innovation, Supervisor Relationship Quality, Job Requirement for Innovativeness, Employee Reputation as Innovative, and Individual Dissatisfaction with the Status quo (Yuan and Woodman, 2010). Shin et al. found that Perceived Innovation Job Requirement had a stronger positive relationship with Innovative Behaviour for employees (Shin et al., 2017). The diversity of members within an organization can bring more voices within the organization, which can promote innovative behavior among employees within the organization. Van der Vegt and Janssen Found that Diversity of Team Members can foster Individual Innovation (Van der Vegt and Janssen, 2003). Ng and Wang found that Co-worker Innovative Behaviour has an impact on Employee Innovative Behaviour (Ng and Wang, 2019). Whether or not people diversity works well, though, has a correlation with the relationships between members within the organization, and the leadership style of managers. Janssen examines creativity in its various dimensions: Conflict with Co-workers and Satisfaction with Co-worker Relations predicted by the two-way interaction between Innovative Behaviour and Job

Involvement (Janssen, 2003). Montani et al. found that, Envisioning, Planning, Psychological Empowerment, Team Support for Innovation are all positively associated with Innovative Work Behaviour (Montani et al., 2015). In teams where the innovation climate is weak, colleagues can even be a drag on employees' innovative behavior. Dadaboyev et al. suggest that innovative employees can become victims of peer mistreatments by being ostracized by colleagues within the organization (Dadaboyev et al., 2021). Also, competition and relationships between members in an organization can influence employees to exhibit knowledge sharing behaviors. Guo et al. investigated the negative effect of Knowledge Hiding Behavior on Innovation Behavior and tried to show that, Affect-based Trust how to reduce Knowledge Hiding (Guo et al., 2022). Of course, the ability to generate innovative behavior in an organizational climate has something to do with leaders, colleagues, and yourself. Chen et al. found that Perceived Support for Innovation moderated the relationships between Cognitive Diversity and Task Reflexivity/Relationship Conflict, with Cognitive Diversity more related to Task Reflexivity and less related to Relationship Conflict when Perceived Support for Innovation was high (Chen et al., 2019b). Taken together, it is easy to think that in an environment of extreme involution, the organization's blind pursuit of completing tasks rather than innovating, and the intense competition among employees within the organization can be factors that inhibit employees' innovative behavior.

Another perspective of organizational level influence on employee innovation behavior is on employee job design. Janssen found that Job Control, had a more significant effect on both levels of Innovative Behaviour (Janssen, 2000). Farmer et al. found Job Complexity has a much weaker effect on Employee Creativity. Whereas Creative Role Identify has a more significant effect on Employee Creativity moderated by Perceived Organizational Valuing of Creativity (Farmer et al., 2003). Montani et al. found that Organisational Tenure, Psychological Climate for Innovation, Task Diversity, Envisioning, Planning, had a significant impact on Innovative Work Behaviour (Montani et al., 2014). The impact of job design on employees' innovative behavior can be good or bad and is also related to how the employees themselves feel about it. Shipton et al. studied the positive and negative impacts of Organizational Voice, which promotes Innovative Behavior while increasing Employee Burnout. Therefore, there is a need to effectively combine the use of organizational voice

and Employee-focused Voice (Shipton et al., 2023). Innovative Behaviour was positively related to the stress reactions of Job-related Anxiety and Burnout only when levels of both distributive fairness and procedural fairness were low (Janssen, 2004). Ohly et al. found that Time Pressure had an inverted U-shaped relationship with Creativity and Innovation Outcome (Ohly et al., 2006). Tenure and Hierarchical Status will be negatively related to individual Employees' Creative Behaviour (Choi, 2007). Wu et al. found that Work Process-related Lead is related with user innovation in the workplace. The relationship is partially mediated by employees' innovative work behaviour (Wu et al., 2020). Montani et al. concluded that there is an inverted U-shaped relationship between employee workload and employee innovative behavior, in which workload is most likely to benefit innovative behavior when it is moderate (Montani et al., 2020). Overall, the positive effect of job diversity on innovative behavior exists, and employees also show better innovative behavior at smaller levels of job stress, but as job stress becomes too high, employees' innovative behavior decreases dramatically. This coincides with the involitional behavior we want to study, and we will find that in current Chinese firms, there was originally appropriate pressure on employees, but in recent years this pressure has been increasing, which is also a red flag.

Organizational-level influences on employees' innovative behavior are often specifically reflected in managers' management styles. Scott and Bruce examined the relationship between Leader Role Expectations, Leader-Member Exchange, Intuitive Problem-Solving Style, Career Stage, Systematic Problem-Solving Style and individual innovation behaviour (Scott and Bruce, 1994). Atwater and Carmeli found that Leader-Member Exchange had a significant impact on Creative Work Involvement (Atwater and Carmeli, 2009). The support and authorization of subordinates by their superiors also has a great impact on the innovative behavior of employees. Perceived Influence and Supervisor Supportiveness have a significant impact on employee Innovation Behaviour (Janssen, 2005). Agnihotri et al. studied the effects of Manager Feedback on Boundary Spanner Creativity (Agnihotri et al., 2014). Le Blanc et al. argue that Charismatic Leadership, Interdependence, and Interaction, respectively, promote Team Potency and thus Innovative Behaviour (Le Blanc et al., 2021). Le Blanc et al. focused on the effect of Charismatic Leadership on Employees' Innovative Behavior. When task interdependence was high,

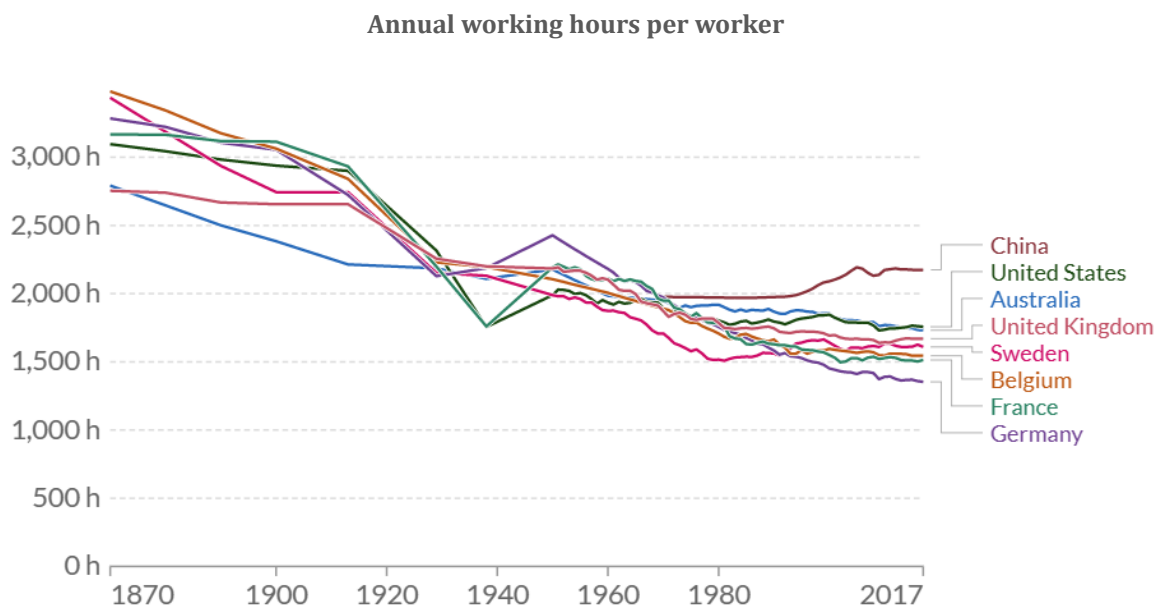
Charismatic Leadership had a significant effect on Innovative Behavior (Le Blanc et al., 2021). Malik et al. found that Psychological Empowerment promotes Innovative Behavior through its effect on Team Autonomy and Agile Communication (Malik et al., 2021). Benevolent exhibited in paternalistic leadership under the influence of Eastern cultures may act as a facilitator of innovative employee behavior. Benevolent leadership in Eastern cultures also carries a certain style of servant leadership. Panaccio et al. found that Servant Leadership in the employment relationship. Specifically, Servant Leadership impacts two forms of Citizenship Behaviour, and Innovation (Panaccio et al., 2015). Scholars have studied the correlation between specific leadership and employee innovation behavior. For example, Gilmore et al. studied the moderating effect of Follower Trait Positive Affectivity on the relation between Transformational Leadership and both follower Creative Performance and Organizational Citizenship Behaviours (OCB) (Gilmore et al., 2013). Ali et al. found a significant positive relationship of Participative Leadership with Shared Leadership in teams, which in turn was positively associated with Team Creativity (Ali et al., 2020). Distel found that Perspective Taking and Innovative Behaviour are strongly correlated (Distel, 2019). In recent years, there are also many scholars who have studied the association between ambidextrous leadership and employee innovative behavior. Kousina and Voudouris studied the effect of Ambidextrous Leadership (Opening and Closing Behaviors) on Employees' Innovative Behavior (Kousina and Voudouris, 2023). Klonek et al. believe that Opening Leadership, Closing Leadership, Ambidextrous Leadership, and Transformational leadership have an impact on Innovation Outcomes (Klonek et al., 2023). Paternalistic Leadership in the context of Eastern cultures happens to also be a form of Ambidextrous Leadership, with both Authoritative and Benevolent leadership. Chinese corporate culture is mostly influenced by paternalistic leadership styles. Therefore, the authors believe that it is necessary to study the impact of paternalistic leadership style on innovative behavior.

The research in this paper is intended to identify the impact of managerial leadership in organisations on individual innovative behaviour by conducting a cross-sectional type of study from both the managerial and individual perspectives of the organisation. From the above analysis, we can see that managerial leadership affects the environmental support in which employees' innovative behaviour occurs. The very serious act of involution in

Chinese companies can also create an organisational culture that affects the environmental support for the occurrence of innovative behaviour among employees. At the same time, Self-efficacy directly affects the personal factors of employee innovative behaviour. Paternalistic leadership in Eastern cultures may have an impact on involuntional behaviors and employee self-efficacy within the organization, which in turn affects employees' innovative behaviors.

3.2. Involution Behaviour

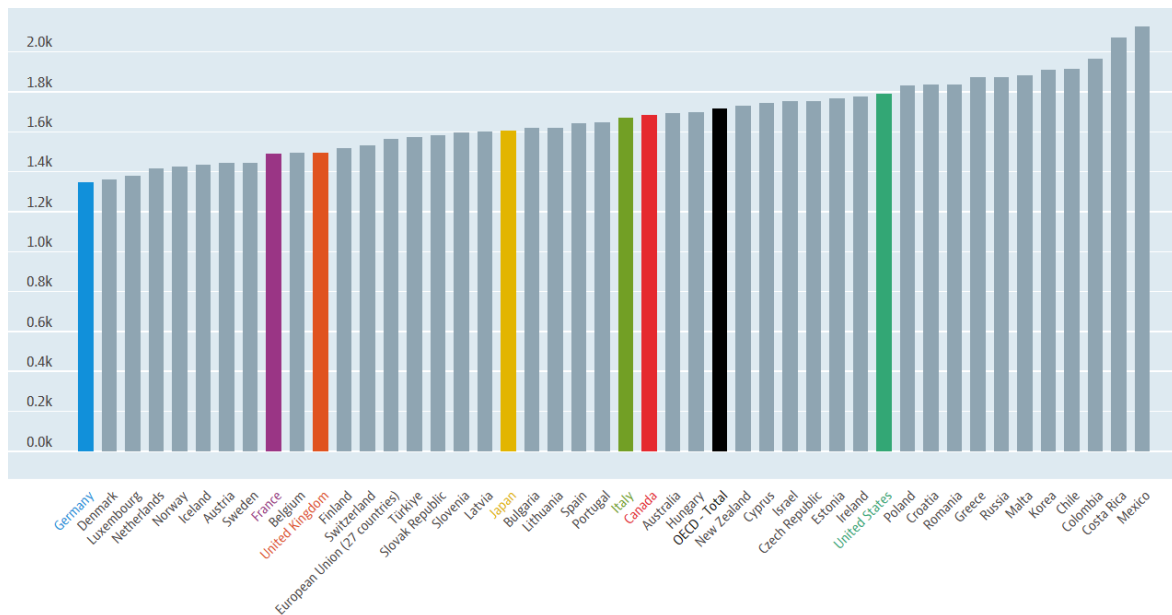
As mentioned in the previous section, the current internal involuntional behaviors in Chinese enterprises are mainly manifested in overtime, over competitive, work intensification, work pressure, job dissatisfaction. One of the very obvious ones is excessive overtime behavior. Involution behaviour in China is the biggest manifestation of the overtime phenomenon. According to research from OurWorldInData.org, China has been working significantly more hours per capita than any other developed country since 1970.



Source: Huberman & Minns (2007) and PWT 9.1 (2019) ; [OurWorldInData.org/working-hours](https://ourworldindata.org/working-hours) • CC BY

Note: We plot the data from Huberman & Minns (2007) and extend coverage using an updated vintage of PWT, which uses the same

Hours Worked: Average annual hours actually worked (2021)



Source: oecd.org

Looking at the latest hours worked OECD 2021 released by the OECD and comparing it to the 47.8 hours worked per week in 2021 released by the Chinese Bureau of Statistics, we can see that the number of hours worked by employees in Chinese companies is higher than in many developed countries. And according to OurWorldInData.org, the number of hours worked in Chinese companies continues to grow.

Overtime behaviour is an important manifestation of current involuntional behaviour in Chinese companies. While overtime can give us more time to catch up with others, the act of working overtime is not necessarily beneficial to individuals and organisations in the long run. Hollmann analyses the factors that influence employees' willingness to work overtime and finds that managers need to pay particular attention to employee job satisfaction and organisational identity. At the same time, he suggests that Imprudent Overtime Decisions can in turn increase Business Costs, as the Output from Imprudent Overtime can be significantly reduced (Hollmann, 1979). Tromp and Blomme found that Leadership Styles, Work-home Balance and Overtime all influence Employees' Negative Perceptions between work and home (Tromp and Blomme, 2014). Ko and Choi found that Firm Overtime Level had a slight contribution to Firm Productivity. In addition, there is an inverted U-shaped relationship between Firm Overtime Level and Firm Innovation, with the

contribution of Overtime to Firm Innovation peaking and then gradually decreasing; the contribution becomes more pronounced when organizational trust is higher (Ko and Choi, 2019). In recent years a large number of scholars in China have also become concerned about the impact of Overtime Work. Kang et al. Confucian Culture makes employees more likely to engage in Overtime Behaviour, where Normative motives are more likely to promote Overtime Behaviour (Kang et al., 2017). In other words, Confucian Culture is more likely to create a culture of Overtime Work in the organization.

Excessive overtime work over a long period of time can also have an obvious impact on one's health, which is why the term "996-ICU" (that is, working from 9:00 a.m. to 9:00 p.m. every day, six days a week) has been coined in Chinese workplaces to describe the health problems caused by prolonged overtime work. Health problems and lack of sleep quality associated with excessive overtime can also further affect the innovative behavior of employees. Williamson et al. propose that Sleep Quality contributes to the occurrence of Innovative Behavior in employees (Williamson et al., 2019). Lu et al. found that, in the long term, Prolonged Working Hours damaged Well-being and Job Performance (Lu et al., 2022). Research has also been conducted on the value of High Sleep Quality for employees in terms of its moderating effect on Employee Self-efficacy and Creativity (Rasheed et al., 2023).

Based on the above scholars' research, the authors also argue that smaller levels of overtime can contribute to organisational performance to some extent and also increase organisational innovation, but excessive levels of overtime can in turn affect organisational performance and organisational innovation. And managers are often the main source of overtime behaviour in organisations.

In addition, team involution behavior within an organization is manifested in over competition among employees. Over-competition tends to trigger a sense of insecurity among employees, and this insecurity can affect their innovative behavior. Probst et al. found that, with High Levels of Insecurity (lay-offs), Creative Problem Solving decreased, although Participant Productivity increased (Probst et al., 2007). Jiang et al. found that Job Insecurity can have a negative impact on Creative Performance, the negative relationships

turn nonsignificant as Job Insecurity further increases (Jiang et al., 2022). Innovative behaviour was positively related to the stress reactions of Job-related Anxiety and Burnout only when levels of both distributive fairness and procedural fairness were low (Janssen, 2004). At the same time, over competition also affects the relationship between employees, which in turn affects their innovative behavior. For example, as mentioned earlier, Conflict with Co-workers and Satisfaction with Co-worker (Janssen, 2003), Team Support for Innovation (Montani et al., 2015), all affect employee innovation behavior. Knowledge sharing of employees is affected under over competition, and Knowledge Hiding Behavior (Guo et al., 2022) affects employees' innovative behavior. There is also a risk that employees who try to go for innovation in this situation will be victimized organization (Dadaboyev et al., 2021). In an overly competitive environment, employees can also appear to feign effort while abandoning innovative thinking in order to get things done.

In this environment of overtime work and over competition, employees are faced with very high work intensity and will naturally show a lot of work pressure, thus resulting in job dissatisfaction. The authors argue that exploitative leadership may exacerbate subordinates' overtime behavior in the previous study on leadership related to China. Exploitative leadership is a destructive form of leadership, that is self-interested and exploitative of others (Schmid et al., 2019). Although there is not much current research on expansive leadership, such management styles are often found in Chinese firms. At the same time, the authors argue that authoritarian leadership, which is included in paternalistic leadership (Farh and Cheng, 2000) (Pellegrini and Scandura, 2008) in Eastern cultures, also further promotes involuntional behavior in organizations. In authoritarian leadership, managers place great emphasis on unconditional subordinate obedience (Chen et al., 2014). This will make it impossible for employees to refuse overtime requests. Therefore, the authors felt a strong need to examine the relevance of exploitative and authoritative leadership on team involuntional behavior.

3.3. Self-efficacy

Self-efficacy as an important concept in the field of education was introduced by

psychologist Bandura, Self-efficacy refers to a person's ability to engage in a behavior and achieve a desired outcome in a given situation (Bandura, 1977). Brief and Aldag pioneered the use of self-efficacy as a factor in the study of employee behavior (Brief and Aldag, 1981). After that, many scholars have conducted research on self-efficacy, and some scholars have introduced the concept of self-efficacy into business management. Gist emphasizes the value of self-efficacy in corporate HRM applications (Gist, 1987). It is clear from a large body of scholarly research that self-efficacy of employees has an impact on employee creativity, and that the level of creativity influences employees to exhibit innovative behaviour. Tierney and Farmer found that employees with high Job Self-Efficacy exhibited higher Creativity Rating. Where employees have high Job Self-Efficacy, the Creativity Rating exhibited by employees increases as their Creativity Self-Efficacy increases; where employees have low Job Self-Efficacy, the Creativity Rating exhibited by employees decreases as their Creativity Self-Efficacy increases (Tierney and Farmer, 2002). Tierney and Farmer found that Self-Efficacy has an impact on employees' creative behavior (Tierney and Farmer, 2004). Carmeli and Schaubroeck found that the perceived expectations of the leader, customers, and family influence individuals' creative involvement at work. these self-expectations for creativity are associated with creative involvement at work, and how this effect is moderated by self-efficacy for creativity (Carmeli and Schaubroeck, 2007). Equipping employees with mindfulness skills might help them properly deal with their low-activated negative feelings and promote their engagement in effective innovative behaviours (Montani et al., 2018). Therefore, the authors would also like to validate the effect of employee self-efficacy on employee innovative behavior here. Further to find the leadership styles that can influence employee self-efficacy in the Chinese cultural context, so as to promote employee innovative behaviors through managers.

Since self-efficacy is so important both for individual employees and for organizations, what exactly affects employee self-efficacy? Are there any kinds of ways to improve employee self-efficacy in an organization? This question is well worth examining. Gist and Mitchell recognized that Self-efficacy is related to an individual's Personality, Motivation, and Skills, and also found that the Task itself may also have an impact on an individual's Self-efficacy (Gist and Mitchell, 1992). Van Knippenberg et al. They also emphasized the impact of managers' leadership styles on employees' self-efficacy (van Knippenberg et al.,

2004). Many scholars have since attempted to study the impact of various managers' leadership styles on employee self-efficacy. Baer et al. found that making employees feel Trusted fills them with Pride (Baer et al., 2015). Wu and Parker found that Leader Support promotes employee Self-efficacy (Wu and Parker, 2017). This pride will also promote employee self-efficacy. Bharanitharan et al. believe that Leader Humility, through its impact on Employee Security, further affects employee Self-efficacy (Bharanitharan et al., 2019). The trust of the leader, leader support, and the humility of the manager mentioned here, and the sense of security given to the employees, all bear some resemblance to the benevolent leadership of paternalistic leadership in the context of Eastern cultures, as well as to inclusive leadership. There are also many scholars who have emphasized the impact of Empowerment on employee Self-efficacy (Biemann et al., 2015, Cheong et al., 2016, Schilpzand et al., 2018). The authors argue that managers under benevolent leadership and inclusive leadership styles are more likely to exhibit empowering behaviors. Chinese scholars have also attempted to study the correlation between benevolent leadership and employee self-efficacy (Xu et al., 2018). Based on these considerations, the authors found it valuable to examine the impact of benevolent leadership and inclusive leadership on employee self-efficacy.

3.4. Key leadership for this study

Based on the above literature, the authors believe that it is necessary to study the impact of managerial leadership on team involuntional behavior and employee self-efficacy. Based on the management styles in the Chinese cultural context, we need to consider the effects of Exploitative Leadership and Authoritarian Leadership on team Involuntional Behavior. Research is also needed on the positive contribution of Benevolent Leadership and Inclusive Leadership to Employee Self-efficacy.

3.4.1. Exploitative leadership

Like exploitative leadership, there are many leadership styles that are damaging to organizations and employees, and different scholars have given different studies. For

example, Goldman studied Toxicity Leadership (Goldman, 2006). Despotism, as proposed by De Hoogh and Den Hartog (De Hoogh and Den Hartog, 2008). When Shaw et al. examined harmful leadership, several dimensions were related to Exploitative leadership (Shaw et al., 2011). Exploitative leadership is a selfish style of leadership that does not take into account the feelings of employees and uses oppression as the main management tool. The main characteristics are arrogance, selfishness, exploitation of others (Schmid et al., 2014, Schmid et al., 2019). Schmid et al. also give a very good measurement scale for Exploitative leadership (Schmid et al., 2019). In the current study, the authors will use the scale given by Schmid et al.

3.4.2. Paternalistic leadership

Paternalistic leadership, although proposed by American scholars in the 1930s (Pellegrini and Scandura, 2008), was widely associated with Eastern cultures in later years. Paternalistic leadership is prevalent in East Asian cultures and managers (Pyatenko et al., 1970, Westwood, 1997). Many scholars have emphasized authority and benevolence under paternalistic leadership (Pyatenko et al., 1970, Farh and Cheng, 2000, Zhang et al., 2015). Paternalistic leadership is also very representative of China because Chinese managers are heavily influenced by Confucianism. There has been a gradual focus on the impact of paternalistic leadership on employees. Paternalistic leadership affects employee performance (Chen et al., 2014, Wang et al., 2018) as well as specific employee behaviors such as: voice (Zhang et al., 2015), creativity (Wang and Cheng, 2010), self-esteem (Chan et al., 2013). The authors in this study will focus on authoritative leadership and benevolent leadership in paternalistic leadership.

3.4.3. Authoritarian leadership

Authoritarian leadership is one of the most prominent features of paternalistic leadership in Eastern cultures, which is characterized by control, authority, and demands for submission and obedience from subordinates (Farh and Cheng, 2000, Zhang et al., 2015, Harms et al., 2018). It is widely recognized that authoritative leadership is bad for employees (Chen et

al., 2014). For example, If a manager has an authoritarian leadership style, his subordinates will take significantly longer to complete their tasks (Rosenbaum et al., 1971). Paternalistic Leadership can cause Time Pressure on subordinates and affect their Well-being at work (Briker et al., 2021). That means Authoritarian Leadership may be exacerbating employee overtime. Authoritarian Leadership affects Group Creativity by affecting employee Efficacy and Knowledge Sharing (Zhang et al., 2011). Authoritarian leaders are more likely to create a team climate of emotion suppression, which induces a higher level of team emotional exhaustion that negatively impacts team performance (Chiang et al., 2021). Authoritarian Leadership affects the voice behavior of subordinate employees (Li and Sun, 2015). Of course, there are those who take a different view, arguing that Authoritarian Leadership does not necessarily have no significant impact on employee output, but only in organizations with relatively low endorsement of power distance (Schaubroeck et al., 2017). Some scholars have also looked at Authoritarian Leadership as the dark side of leadership and have studied it alongside Abusive Supervision, Destructive Leadership, and Narcissistic Leadership. (D. et al., 2012, Rui et al., 2021, Mehraein et al., 2023). The authors argue that the above drawbacks associated with paternalistic leadership have the potential to promote employee involuntional behavior.

3.4.4. Benevolent leadership

As stated earlier, benevolent leadership is the other side of paternalistic leadership as opposed to authoritative leadership (Pyatenko et al., 1970, Farh and Cheng, 2000, Zhang et al., 2015). Paternalistic leadership is mainly manifested in the guidance and help to subordinates, and can be tolerant after subordinates make mistakes, and can consider for the development of subordinates (Farh et al., 2008, Wang and Cheng, 2010). The effect of benevolent leadership on team performance is somewhat controversial. Li et al. concluded that humane leadership has an inverted U-shaped relationship with team performance (Li et al., 2018). The authors concluded that the impact of benevolent leadership on employee performance is generally positive. Benevolent leadership promotes employee creativity through its impact on employee autonomy (Wang and Cheng, 2010). Employee autonomy, as well as successful experiences, increases employee self-efficacy. Benevolent leadership can facilitate developmental communication in multicultural teams (Lu et al., 2018). This

will also facilitate the expression of the different people in the team, thus increasing the self-efficacy of each individual. In addition, Benevolent leadership by managers promotes knowledge sharing among employees, which in turn promotes innovative employee behavior (Wang et al., 2021). Of course, it is uncertain whether there is a correlation between this knowledge sharing behavior and employee self-efficacy (Weiss et al., 2018).

3.4.5. Inclusive Leadership

Inclusive Leadership has some similarities to Benevolent leadership in that it is a style of leadership where managers are responsive to the ideas of their subordinates. It is widely recognized that tolerant leadership promotes employee voice (Weiss et al., 2018). There have also been studies on the mechanisms by which inclusive leadership influences innovative behavior (Guo et al., 2023). The main focus of the study was on the impact of inclusive leadership on employees' work. And the authors tried to look at the impact of inclusive leadership on employees' self-efficacy to see the impact on employees' innovative behavior. They attempted to interpret inclusive leadership in four dimensions: fostering uniqueness in employees to increase diversity, strengthening the sense of belonging to the team, recognizing and praising subordinates, and supporting the team's efforts (Veli Korkmaz et al., 2022). Considering the characteristics of inclusive leadership and the process of constructing self-efficacy in employees, the authors believe that it is necessary to study the role of inclusive leadership in promoting self-efficacy.

4. Analytical Framework

In the current study, the authors no longer argue for the contribution of innovative behaviour to organisational performance, but rather focus on the factors that influence innovative behaviour. From the perspective of employees themselves, the Involution behavior prevalent in China in recent years has seriously affected employees' innovative behaviour, while self-efficacy can promote it. In this study, it will closely focus on the Chinese cultural context and the characteristics of business managers, thus trying to identify leadership characteristics that can influence employees' innovative behaviors. Exploitative leadership and Authoritarian leadership, which are often found in Chinese culture, May exacerbate involuntional behaviour. Benevolent leadership and Inclusive leadership, often found in Chinese culture, may promote employee self-efficacy. Of these, Authoritarian leadership and Benevolent leadership are usually the two aspects of Paternalistic leadership.

Combined with the results of the literature study, the authors' current hypotheses are the following six:

H1: Teams' Involutional Behaviors can hinder Employees' Innovative Behaviors in the workplace.

H2: Employee's level of Self-efficacy affects their ability to exhibit Innovative Behaviors at work.

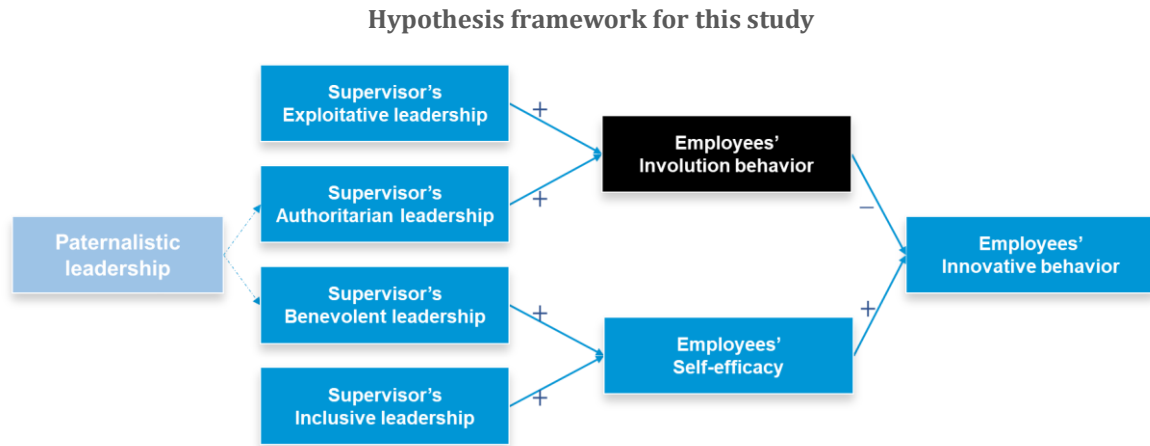
H3: Managerial Exploitative Leadership promotes Involutional Behavior within teams.

H4: Managerial Authoritative Leadership promotes Involutional Behavior within teams.

H5: Managers demonstrating Benevolent Leadership will promote Employees' Self-efficacy at work.

H5: Managers demonstrating Inclusive Leadership will promote Employees' Self-efficacy at work.

Based on the above considerations, the authors propose the following hypothesis framework as the specifics of this study.



Based on the results of this study, the authors hope to give some reference value to the management practice of Chinese enterprises, and ultimately promote the overall innovation performance of the organization through the creation of managerial leadership.

5. Proposed research methodology

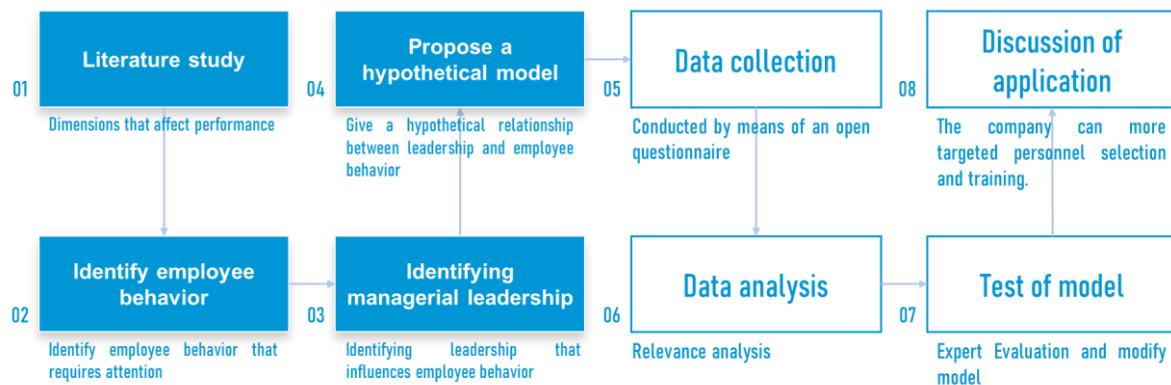
In this study, the variables studied are employees and managers in the organization, the diversity of these people is very strong. Therefore, taking into account the universal validation of the content studied, the authors will use quantitative research methods (Render et al., 2002). The authors believe that it is relatively more objective to use Structural Equation (Anderson et al., 1988, Zhang et al., 1994, Kaplan, 2009) to examine the relationship between the various variables to be studied.

While longitudinal studies are very valuable, they are too difficult to operationalize for this study. As a result, in this research, the authors will use a cross-sectional study to examine current Chinese firms. The authors will use questionnaire research to initiate data collection. When collecting data, the authors will consider the diversity of enterprises and hope to cover financial enterprises, internet enterprises, technology enterprises, real estate enterprises, manufacturing industries, educational institutions, trading enterprises, and

service enterprises.

In this study, a questionnaire will be used to conduct unilateral research on the employees in the company, with each subject to evaluate their own performance in terms of innovative behaviors, self-efficacy, and to evaluate the status of their team's introspection, as well as to evaluate the management style of their direct superiors. In the research, we will introduce control variables such as age, gender, education, and work experience (Ettlie and O'Keefe, 1982, Choi, 2007, Farmer et al., 2003, Montani et al., 2014). The authors will investigate each research factor using scales commonly used by current scholars: Employee Innovative Behavior (Ettlie and O'Keefe, 1982, Scott and Bruce, 1994), Team Involutional Behavior (Zhang et al., 2023), Self-efficacy (Yoon and Kayes, 2016), Exploitative Leadership (Schmid et al., 2019), Authoritative Leadership (Zhang et al., 2015), Benevolent Leadership (Zhang et al., 2015), and Inclusive Leadership (Weiss et al., 2018).

According to the original plan of the authors, the current clarification of what they want to study has already been made, and the next step will be the collection of data, which is planned to be completed by the end of the year in the first round of data collection. The specific steps are as follows:



6. Data Analysis Plan

In this study the authors will use a quantitative method of analysis, specifically the following steps of data analysis will be used:

Step 1: Revision of the scales given by various scholars in light of the current situation in China. Employee Innovative Behavior (Ettlie and O'Keefe, 1982, Scott and Bruce, 1994), Team Involvement Behavior (Zhang et al., 2023), Self-efficacy (Yoon and Kayes, 2016), Exploitative Leadership (Schmid et al., 2019), Authoritative Leadership (Zhang et al., 2015), Benevolent Leadership (Zhang et al., 2015), and Inclusive Leadership (Weiss et al., 2018). If necessary, the Team Involvement Behavior Scale needs to be validated first.

Step 2: Develop an online questionnaire and distribute it. Expected to cover major industries and collect no less than 1,000 questionnaires.

Step 3: Present invalid questionnaires. Questionnaires with uniform answers to questions and duplicate questionnaires are screened as invalid questionnaires.

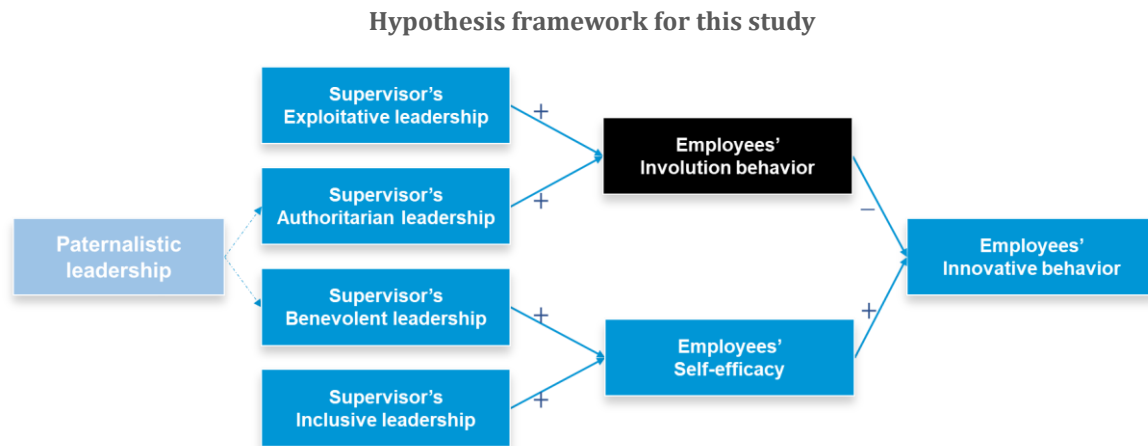
Step 4: Standardization of answers to individual questions. Standardize the results of the survey by combining the characteristics of the individual questions in the questionnaire.

Step 5: Analyse the findings using structural equations. The six hypotheses proposed are tested and correlation coefficients are given (Love et al., 2017).

Step 6: Visual presentation of the results. Interpret the results while visualizing the presentation.

7. Expected Results

The authors expect their hypothesis framework to be tested so that it can provide some theoretical basis for the enhancement of employee innovation behaviour in companies.



From the previous literature review, it can be seen that a lot of literature supports the current hypothesis, especially the effect of employee involuntional behavior (Ng and Lucianetti, 2016, Ko and Choi, 2019) and employee self-efficacy (Tierney and Farmer, 2002, Ng and Lucianetti, 2016) on employee innovation behavior. Although, there is almost no literature that directly examines the effect of exploitative leadership, authoritative leadership on involuntional behavior, the authors feel that this correlation must also exist based on the definitions of the various research subjects. The relevance of Benevolent Leadership and Inclusive Leadership on employee self-efficacy has been partially confirmed by the literature (Chen et al., 2016).

There may also be shortcomings in this study, mainly in the following areas: first, there may be a lack of accuracy in evaluating the leadership of the employees' supervisors because the evaluation of the leadership of the employees' supervisors is carried out by the employees. Secondly, very different individual companies will be involved in this research and may face unpredictable other variables that have a great impact. Thirdly, the cross-sectional study is used in this research, and the actual impact of the change in leadership style of managers at a later stage cannot be evaluated.

8. Expected Managerial Recommendations

The results of the study will guide companies or managers to analyse the impact of leadership bands as comprehensively as possible. It will allow companies or managers to focus on leadership behaviours that may promote innovative behaviour in their employees, while avoiding the negative effects of involuntional behaviour where possible.

The negative impression of team involuntional behavior on employees' innovative behavior, if confirmed, would be beneficial for Chinese firms to face the problem squarely, and to promote the development of their firms while also bringing a healthier working environment to their employees.

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