

**The Impact of Paradoxical Leadership on employee Outcome: Moderating Role of Regulatory Focus and Mediating Role of Psychological Empowerment**

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**Abstract**

Nowadays, in modern organizational landscape employees are increasingly acknowledged leaders in dynamic and complex environments. Paradoxical leadership, characterized by the ability to navigate conflicting or contradictory forces, plays a significant role in effectively managing such complexities. This article explores influence of paradoxical leadership and employee innovation within telecom industry (Mobilink), shedding light on the influence of psychological empowerment (mediating) and regulatory focus (moderating) mechanisms. With data from 367 employee filled questionnaire, this study conducted structural equation model for hypothetical testing. Results shows (a) leadership paradox behavior and employees innovation positively related (b) psychological empowerment mediate effects on paradoxical leader's (c) subordinate regulatory focus act as moderator among relationship. The study, conducted in context of Pakistan's telecom sector, investigates relations between paradoxical leadership attributes and innovative behavior, aiming to provide valuable insights for organizational leaders to enhance innovation and workforce behavior.

**Keywords:** Paradoxical leadership, regulatory focus, Innovative work behavior, psychological empowerment.

## Introduction

Employees in modern organization are progressively recognized leaders in dynamic environment contexts (Yang et al., 2021). Recent research (Pan, 2021) has found suggested expertise paradoxical leaders not to easily navigate conflicting demand contradictory qualities, like innovation (She et al., 2020) faced in the telecom industry. Paradoxical leadership refers to a unique style of leadership that embraces and navigates conflicting or contradictory forces. She et al. (2020, p. 89) describe leaders seemingly competing, predictable possess perspectives quality to meet changeable customer demands simultaneously. The significance and pertinence of studying paradoxical leadership reside in its capacity to offer valuable insights into how leaders can effectively navigate intricate and ambiguous situations. Leaders who exhibit seemingly contradictory qualities or behaviors are called paradoxical leaders (Huang et al., 2022).

In previous management research, paradoxical leadership has discovered to endorse employee attitudes, behaviors, and performance, including innovation and ensure stability (Younis et al., 2023). While, scholar indicate research on leaders prospective in the telecom industry is insufficient (Liu & Pak, 2022) while scholars found evidence for innovation in traditional organizations. To enhance likelihood of telecom industry innovation and workforce thriving behaviour, chief executive need to enforce paradoxical leadership capabilities. Paradoxical leadership bridge gap by promoting paradoxical style that balances conflicting innovative demands and encourages employees. Paradoxical leader behaviour that handles contradictory demands and challenges can enhance industries (Zhang et al., 2022) such as telecom. Few studies of paradoxical leadership (Yazdanshenas & Mirzaei, 2022), are shared their views on innovative attitudes (Qi et al., 2019) and also has needed to find positive significant relationship between paradoxical leadership on innovation and indirect relations by psychological empowerment and regulatory focus.

Even though they have few studies of scholarly works that value paradoxical leader's significance in Pakistan. Surprisingly, telecom industry has significant deficiency remains exist, like, how is staff innovation influenced by paradoxical leaders' leadership style when it comes to satisfying consumer needs? More notably, how does a leader add new features among employees to achieve significant growth in the Khyber Pukhtunkwa telecom industry? The study targets to explore relations between leadership paradoxical attributes and innovation among telecom workers by identifying mediating and moderating mechanisms. Prior studies (Chen et al., 2021) on paradoxical leaders have focused on the employees' very remarkable role in organization by leaders (Liu & Pak, 2022). Affective event theory suggests that employees work behavior plays crucial role in fostering organizational growth and success.

Leaders that embrace paradoxes and encourage their employees to do the same are more likely to see a higher level of innovation within their organization. Paradoxical leadership ultimately cultivates an environment that is conducive to innovation, driving organizations to stay ahead of the curve and adapt to the ever-changing business landscape (Kim et al., 2020). Researcher also acknowledges and helpful in organizational challenges in promoting and sustaining innovative behaviour related to paradoxical leadership. Accordingly, the innovative work behaviour also increased competitiveness and flexibility (Li et al., 2020). It is also argued regulatory focus and psychological empowerment has been functioning in workplace are positively influenced leaders paradoxical style and innovative work behaviour.

The study aims to explain paradoxical leadership and innovation literature in numerous ways. First, study examines impact of paradoxical leaders on multinational organizations, fulfilling a need for more research. Second, we want to expand the research on how paradoxical leadership affects employees' innovation. Examine contextual and individual factors that might moderate relations via paradoxical leaders and employee innovation. Such as organizational culture, team dynamics, and

individual personality traits could play role in shaping this liaison. Thirdly, prior studies examining leadership practices and their impact on leaders have typically focused on self-determination and resource conservation theory. However, this study delves into influences of paradoxical leadership and innovative performance, emphasizing criticality through affective events theory. Finally, we conducted cross-sectional add more knowledge to leaders- innovation research to gaining insights into characteristics and prevalence, the valuable tools for providing valuable descriptive data. However, tracking effects of paradoxical leadership on innovation over an extended period (such as, longitudinal studies) can yield more robust insights.

### **Literature Review and Hypothesis**

#### **AET Theory:**

AET or affective event theory (Dai et al., 2020) is an influential theory that is relevant to the study of feelings that occur in the workplace. AET, or Affect Theory, aims to explain how certain experiences lead to feelings, or affect. This process influenced by person's disposition and, shapes attitudes and behaviours'. However, Weiss & Cropanzano (1996) describes "the role of emotion and evaluative judgement in the relationship between an individual's experiences and his or her behaviours." Affective Events Theory (AET) suggests 'an individual's emotions towards their work environment can impact their behavior'. AET emphasizes leaders' significance responses in encouragement innovation. Studies also have shown that paradoxical leaders experience (Li et al., 2020) explain how workplace innovation outcomes improve in ways those organizational desires. Most prior paradoxical leadership research is centered on affective event theory (Yazdanshenas & Mirzaei, 2022) with relationship with predictor and criterion.

#### **Paradoxical Leadership and Innovative work Behaviour**

With business dynamics changing and becoming more challenging, the need for diversity and acceptance of different opinions becomes evident (Kim et al., 2020). The employees demonstrate their unique skills and attributes, aided by their diverse

functional and educational backgrounds. Leadership strategies should revolve around a culture of support, participatory behaviours, and valuing the consent and presence of every worker (Kim et al., 2020) which both fosters and necessitates a creative atmosphere. Younis et al. (2023) describe "paradoxical leadership is identified a deep range of features that are seemingly competing however still are retable to each other aligned to meet the structural and follower demands in the chorus as well as over the time being."

Paradoxical leadership can also actually foster a more innovative work environment. Paradoxical leaders can balance seemingly conflicting qualities or goals, such as being authoritative and empathetic. The particular leadership approach fosters an environment in which employees are empowered to engage in innovative thinking and undertake calculated risks, with the assurance that their proposals had not be summarily dismissed. Additionally, paradoxical leaders can manage conflicts and find creative solutions to problems. As a result, employees feel empowered to experiment with new approaches and push boundaries in their work. Consequently, there is a surge in innovation and progress throughout the entire organization. So paradoxical (pun intended), embracing this type of leadership could provide significant benefits for any team or business looking to innovate and grow. Innovative behavior describes employees' ability implement new ideas, processes, and solutions that lead to improved performance and competitive advantage (Zhang et al., 2021).

Moreover affective events theory (AET) adopted to explain paradoxical leader behaviors impact innovative work. Whereas, AET suggests that paradoxical attitudes of leaders boost innovative behavior'. Prior empirical investigation found paradoxical leaders influences employees, provide noval opportunity (Younis et al., 2023), that improves creativity and decent attitudes, which fosters innovation. Leaders must also provide employees with the necessary resources and support to explore and implement their ideas. This includes giving them autonomy and freedom to make decisions, as

well as providing access to training and development opportunities. Additionally, leaders should establish a culture that values and rewards innovation, recognizing and celebrating the efforts and achievements of employees who contribute to the organization's innovative success. Paradoxical leadership has the ability to unlock the potential of employees and foster innovation. Hence, we propose:

**H1:** Paradoxical leadership' positively related to innovative work behavior

We argue paradoxical leadership enhanced psychological empowerment and consequently, improve innovative performance among employees. Psychological empowerment serves and helps employees to the organization success (He & Yun, 2022) in telecom industry. Introducing paradoxes can make followers feel empowered, as the experience of empowerment is subjective and varies (Rahman et al., 2020). Paradoxical leadership is identifying new ways of practices and trigger psychological empowerment.

According to Rahman et al. (2020) empowerment practices involve enabling individuals rather than simply delegating tasks. Psychological empowerment was crucial aspect of leadership, where leaders acknowledge the strength of their employees and show a competitive edge. This empowerment was naturally shifted to employees, allowing them to take control of their own lives. Paradoxical leaders lack dominance, allowing their followers to initiate tasks with expertise and opportunity more likely to contribute psychological empowerment (Akhter, et al., 2021). Moreover, employees who have high level psychological empowerment may be more effectively perform and achievement innovative performance goals to meet the paradoxical leaders desire (Rahman et al., 2020). Therefore.

**H2:** Paradoxical leadership positively related to psychological empowerment.

### **Mediating role of Psychological Empowerment**

We use insights from affective event theory (He & Yun, 2022), argues that psychological empowerment can promote employees innovation with the control of paradoxical

leadership abilities. Paradoxical leadership effectively manages contradictory demands and has ability to reduce overloads. Paradoxical leaders has positively effects the employees work behavior (He & Yun, 2022). However, the role of psychological empowerment in mediating these effects has received less attention. Psychological empowerment refers to sense of control, competence, and meaningfulness that individual's experience. Previous research has shown that psychological empowerment enhanced employees' motivation, job satisfaction, and performance (Akhter, et al., 2021).

However, its role in mediating paradoxical leadership on innovative work behavior remains largely unexplored. Understanding the interplay between paradoxical leadership, psychological empowerment, and innovative work behavior was vital for organizations aiming to foster a culture of innovation and adaptability. Psychological empowerment mediates predictor and criterion constructs, also gain valuable insights into how leaders can effectively manage contradictory demands while simultaneously encouraging employees to think creatively and take risks. Moreover, it helped organizations develop strategies to effectively leverage paradoxical leadership and psychological empowerment to enhance their innovative capabilities. Paradoxical leaders are crucial predictors of item like "innovative behavior," that encourage psychological empowerment. Hence;

**H3.** Psychological empowerment mediates the relationship between paradoxical-leadership & innovative behavior.

#### **Regulatory Focus -Moderating role**

Affective event theory (Wu et al., 2020) argues that PL act could influence innovative behavior, which could be controlled in existing of regulatory focus (Li et al., 2020). Regulatory focus refers to an individual's motivational and has been found to influence how individuals respond to leaders approach goals. In the context of paradoxical leadership, promotion-focused be more links to embrace contradictions and uncertainties inherent in this leadership style, leading to greater innovative work

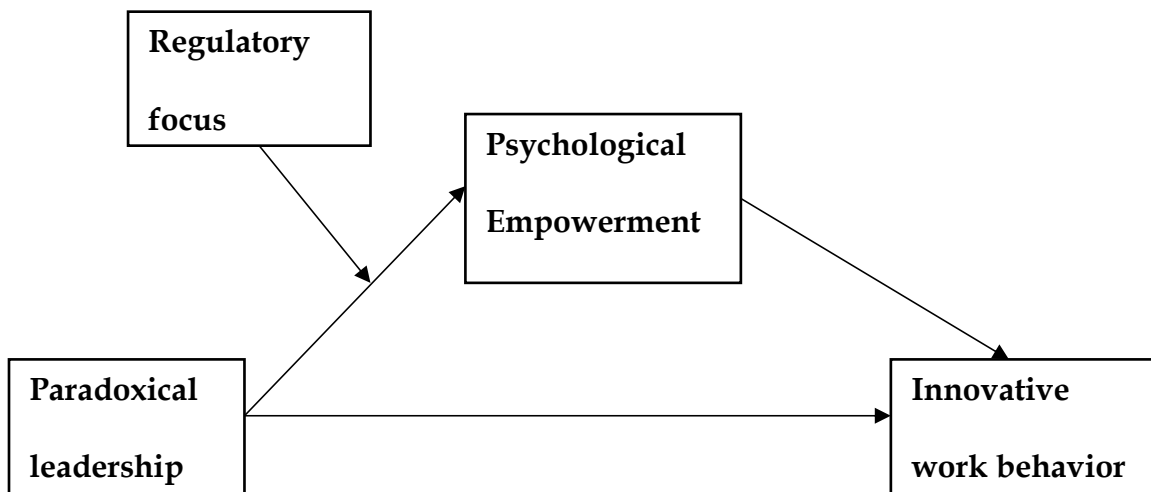


behavior (Kim et al., 2020). Conversely, prevention-focused more resistant to paradoxes and uncertainties, resulting in lower levels of innovative work behavior (Dai et al., 2020). We believe employees' regulatory focus and their ability to provide positive attitudes of paradoxical leadership and engage in innovative acts (Huang et al., 2022). The promotion-focused tend to more open and taking risks, seeking new opportunities, which align with the nature of paradoxical leadership.

They are more likely to embrace the contradictions and uncertainties that come with this leadership style, greater willingness and innovative work. On other hand, those with a prevention-focused regulatory focus may be more cautious and risk-averse, making them resistant to the paradoxes and uncertainties of paradoxical leadership. As a result, they may exhibit lower levels of innovative work behavior compared to their promotion-focused counterparts. Therefore, regulatory focus acts as crucial strategy in moderating the relationship between paradoxical leadership & innovative work.

**H4.** Regulatory focus moderates the relationship between paradoxical-leadership & innovative behavior.

**Figure 1. Conceptual Framework**





## Methodology

### Participant and Survey Procedure

This research seeks to empirically validate paradoxical-leadership and employee innovation in telecom sector (such as Mobilink) in Pakistan. The current investigation takes into account a Mobilink employee population (N) of 2554 workers, according to information provided by Mobilink (Annual Report, 2023). The research instrument that was employed for the investigation into the topic at hand was in the form of a questionnaire, and the corresponding items were taken from earlier studies. The specifics of each of the constructions and the items they correspond to are displayed (Appendix-1). Such as, 10 items scale of paradoxical leadership (Zhang et al., 2022) was adopted, 2 items from each dimension. 5 items adopted from innovative work performance devised by de Jong and den Hartog, (2010).

Psychological empowerment utilized 5 scale adopted by Spreitzer (1995b). The regulatory-focus emphasis Neubert et al. (2008) scale was the instrument that we utilized to assess both the promotion focus and the preventive focus. The responses of respondents were ranked on Likert scale with range of one to five, with five denoting level of 'strong agree' and one indicating level of 'strong disagree'. Data were obtained from working staff members who belonged to Mobilink in Lahore, Islamabad, Peshawar, and Karachi. Non-probability sampling was employed, in accordance with research by (Dai et al., 2020).

The surveys were individually conducted and delivered to all of staff members who were actively participating. We got a total of 367 legitimate replies, and out of those, we determined that 316 responses provided adequate information. The article by Podsakoff et al. (2012) examines minimising of common technique bias. Therefore, the questionnaires were finished with a 2-week break in order to prevent usual method bias. Each questionnaire has two sections for this. Section 2 completed same respondents two weeks following Section-1. Second, the respondents were assured anonymity and that

their comments would only be utilized for research. Finally, respondents were asked to read all things and answer honestly. The common technique bias-test holds threshold score for Harman's factor below 50% to scrutinize common method-bias (Podsakoff et al., 2012). Variance must be less than 50%. After test analysis, the cumulative percentage was 32.03%, eliminating common technique bias.

### **Analysis strategy**

The statistical studies consist of two parts: the first part evaluating measurement models, and second part testing hypotheses. Measurement model evaluation was carried out so that it could be determined whether or not theoretical constructs could correctly assess. To begin, a multilevel confirmatory factor analysis, abbreviated as MCFA, was carried out by using AMOS (Molina et al., 2018), for evaluate factor structure. Next, in accordance with findings of earlier research (Garg & Dhar, 2016; Kong et al., 2016; Huertas-Valdivia et al., 2019), the CR, AVE, and Cronbach's score determined. Additionally, we check discriminant validity method (Fornell & Larcker, 1981). Moreover, evaluate hypothesized associations via maximum likelihood estimation technique.

### **Results**

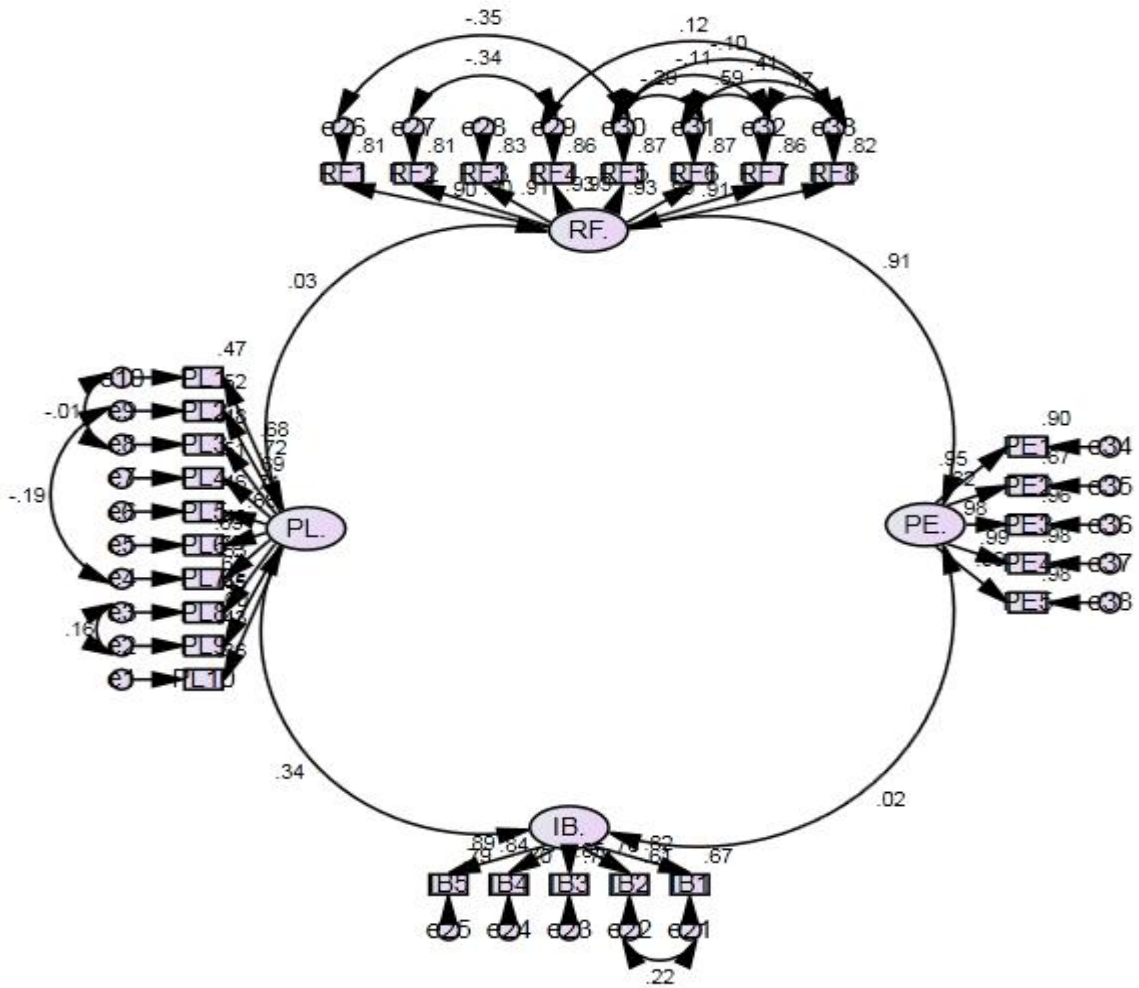
Confirmatory factor analysis, also referred to simply as CFA, one of the methods that we used to ensure that discriminant and convergent validity had checked more extensively. In the beginning, the expected four-factor model was constructed, and the fit indices demonstrated that the data were a good match for the model ( $\chi^2$ , RMSEA, GFI,  $\chi^2/df$ , and CFI). Despite this, the numerous components that comprised the causes of concern had a very low loading, and as a result, we decided to omit that item in accordance with (Qi et al., 2019). We did test in two steps that make sure correct measuring model. The initial step of the process consisted of us carrying out CFA-AMOS 25.0 and Maximum Likelihood Estimation in accordance with (Qi et al., 2019).

As a result of this, we were able to ascertain the manner in which the burden of each measurement divided among the various components.

During the second stage of testing, the suggested conceptual model was put through its paces by means of a structural regression model. This helped to ensure that the model was fit for purpose. During these tests, the adequacy of the model was assessed using a variety of fit criteria to compare it. Table-1 presents some statistics on the fitting of the measurement model. According to Byrne (2010), the fact that the chi-square statistic for the proposed model was smaller than the often indicated number of 3 indicates that the proposed model has a solid evaluation value. According to Molina et al. (2018) the values of the GFI and CFI are relatively near to 0.90, which is a common criterion for determining how closely two variables correlate with one another. According to Akhter et al. (2021) the RMSEA is 0.08, which indicates that the model is fitting the data well. According to the findings in Table 1 (Figure 2), the statistical analysis can typically be considered satisfactory. The standardized factor loadings and Cronbach's alpha for each variable (such as paradoxical leadership, inventive work behavior, psychological empowerment, and regulatory focus) were examined.

These analyses were carried out in order to validate the validity of the three constructs. According to Dai et al. (2020), all of FL for reflected indicators was more than predetermined minimum criterion of .50, with values ranging from 0.58 to 0.94. Through the use of convergent validity, evidence of the constructs' validity was established across the board. In addition to this, the coefficient proved internal consistency accuracy by going above and beyond the minimum requirement of 0.70.

### Figure.2 Confirmatory Model Fit



**Table.1 Step1-Model Fit**

	<b>Cmin/Df</b>	<b>TLI</b>	<b>CFI</b>	<b>RMSEA</b>
<b>Paradoxical leadership</b>	1.474	.986	.989	.036
<b>Innovative work behavior</b>	3.274	.983	.991	.079
<b>Psychological empowerment</b>	2.849	.995	.999	.071
<b>Regulatory Focus</b>	1.797	.995	.998	.047
<b>Model fit indexes</b>	2.976	.938	.945	.073

**Table.2 Factor loading, CR and AVE**

<b>Construct</b>	<b>Items</b>	<b>FL</b>	<b>α</b>	<b>CR</b>	<b>AVE</b>
<b>Paradoxical leadership</b>	PL-1	0.691	.901	0.893	0.83
	PL-2	.72			
	PL-3	.689			
	PL-4	.729			
	PL-5	.681			
	PL6	.714			
	PL-7	.746			
	PL-8	.687			
	PL-9	0.662			
	PL-10	0.604			
<b>Innovative behavior</b>	IB-1	0.811	.916	0.915	0.824
	IB-2	.746			
	IB-3	.852			
	IB-4	.825			
	IB5	.894			
<b>Psychological empowerment</b>	PE1	.950	.977	.978	0.89
	PE2	.820			
	PE3	.978			
	PE4	.990			

	PE5	.990			
Regulatory focus	RF1	.872	.977	.975	0.82
	RF2	.859			
	RF3	.892			
	RF4	.915			
	RF5	.897			
	RF6	.949			
	RF7	.952			
	RF8	.940			

We took into account factor-loadings that were more than 0.50 and identified convergent and discriminant forms of validity with assistance of composite reliability (CR) & average variance extracted (AVE). It has permissible to have AVE values, larger than 0.50 and CR more than 0.60 (He & Yun, 2022). The fact that scales used had values of AVE and CR, that were more than 0.50 and 0.60, respectively (see Table II), provided evidence that the research had reliable measurement features. The preliminary metrics of the model's fitness were likewise satisfactory (Cmin/Df=2.976, TLI=.938, CFI=.945, RMSEA=.073). Therefore, no few items with low factor loadings deleted.

**Table.3 Direct Relationship Path Estimate**

	Effects	Estimate	(t-value)	Significant	Consequences
H-1	PL → IB	.36***	7.36	***	Supported
H2	PL → PE	.43***	14.81	***	Supported

Notes: PL-paradoxical leadership, IB-innovative behavior, PE-psychological empowerment at  
 \*p<0.05; \*\*p < 0.001

### Hypothesis testing

Employing structural equation modeling utilize by Dai et al. (2020). In first place, we investigated possibility of direct influences from predictor factors on dependent constructs. Second, we have conducted an analysis of mediating effects. Table 2 displays findings of direct hypothesis. According to findings of several observations, paradoxical leadership has considerable influence on innovative patterns of behavior ( $\beta=.36$ ,  $t=7.36$ ,  $p<0.001$ ). However, paradoxical leadership also found significant relationships to psychological empowerment ( $\beta=.43$ ,  $t=14.81$ , significant). Therefore, the hypothesis 1 and 2 are accepted.

### Mediating effects

A mediation analysis was conducted via bootstrapping ( $n=5000$ , bias-corrected percentile method) to examine indirect consequence of paradoxical leadership on innovation through psychological empowerment. The result indicated a significant indirect effect ( $p<0.05$ ,  $n=5000$ , 95% bias-corrected). As a result, the hypothesis accepted, suggesting that psychological empowerment serves as mediator between paradoxical leadership and innovative work behavior.

### Moderating effects

A moderating analysis was conducted via bootstrapping ( $n=5000$ , bias-corrected percentile method) to examine indirect consequence of paradoxical leadership on innovation through regulatory focus. The result indicated a significant indirect effect ( $p<0.05$ ,  $n=5000$ , 95% bias-corrected). As a result, the hypothesis is accepted, suggesting that regulatory focus serves as moderating among paradox leaders and innovative efforts.

### Discussion and Practical Implications

This study utilized affective event foundations to examine PL influenced innovative behavior of Mobilink employees. Current investigation has yielded findings that establish positively link among PL and manifestation of innovative attitudes, and



significant indirect influence of psychological empowerment & regulatory-focus. Moreover, psychological empowerment of employees mediated links to paradoxical leadership and innovative behavior. Finally, when employees' regulatory emphasis was factored, the results showed that regulatory focus consider moderator act.

### **Theoretical Implications**

In the beginning, the research expands on earlier studies that dealt with paradoxical leadership by conducting inquiry concerning PL and way that employees use their voices in the workplace. Even while previous studies (Huang et al., 2022; Kim et al., 2020; Zhang et al., 2022) have investigated association between effective leaders attitudes and innovative behavior on the part of employees, there are still very few studies that have been conducted in this field. According to the findings of this study's empirical research, paradoxical leadership can encourage innovative behavior on the part of employees. This discovery makes a contribution to create complete explanation of the connection between PL and, innovative work behavior.

Research makes a contribution to existing body of existing literature on the topic of how a PL is related innovative work. This is accomplished not by studying these various factors separately but rather by weight indirect influences of psychological empowerment and the regulatory focus moderating roles. Additionally, the affective event theory is incorporated into research. The empirical findings reveal that paradoxical leadership strikes a balance between the tensions that arise from the individual advances of employees. According to research published by (Walumbwa et al., 2010) argues employees extra-role performance behaviors' like taking innovative initiative if they perceive that their managers are interested about their advantages and interests. Findings validate moderating effects of psychological empowerment; the findings are also very favorable. The majority of the prior research that looked at the connection between innovative employee behavior and effective leadership and moderating role that psychological empowerment played. Nevertheless, the findings of

this study illustrate how psychological empowerment of employees might be a mediator between PL and innovation.

This result shows how paradoxical leadership is associated to inventive behavior, which also enriches and perfects creativity. This finding lends credence to findings obtained (Mowbray et al., 2015), that emphasis (regulatory focus) moderate relations between innovation and leadership paradox behavior (Wang et al., 2015). Finding also lends support to the findings obtained by Mowbray et al. (2015). According to the findings, individuals that have distinct regulatory focuses behave in various ways, which is consistent with the findings of Higgins's study from 1997.

In the current investigation, discovered empirical testing of regulating focus had moderating effect association paradox leaders and innovation. The arguments support by scholarly literature (Li et al., 2020). For example, according to the affective events, innovation strengthened through leadership paradox style was consistent with regulatory focus act (Henker et al., 2015). The employee innovation strengthened, however, and leadership paradox style improve relatively individual regulatory focus Employees engage in regulatory tasks are more likely to motivate the development of a suited valve, employees' cognition, and strengthen. This was found to be the case, if regulatory focus corresponds with leadership. Comparatively, employees' regulatory focuses initiative findings help explain PL and innovative work.

### **Practical Implications**

Paradoxical leadership affects employee innovation, and this study expands on previous research. Conclusions provide company management guidance. Managers should first improve contradictory leadership. Management faces uncertainties and complex issues in changing corporate environment. Organizational managers face several challenges and paradoxes. Thus, leadership effectiveness increasingly depends on their capacity to handle crises. Second, firms should emphasize organizational climate to boost employee innovation. Manager adapt management techniques,

continuously improve the management work, pay attention to employees' job performance, direct work in accordance with personal traits, grant them some degree of flexibility, emphasis on organizational culture, offer constructive criticism, and implement proper rewards. This method boosts employee self-reliance, leader-employee interactions, psychological empowerment, and innovation. Paradoxical leadership allows people to be more independent with greater support, allowing for flexible working and a fairer atmosphere for leaders and employees.

Paradoxical leadership allows people to more independent and fair atmosphere for employees and leaders. Thirdly, management should emphasize psychological empowerment and tailor strategies to individual employees. Because employees are different, managers should pay much attention, instrument managing strategies, & maximize individual potential, such as offering regulation to focus more on autonomy, encouraging innovative behavior, and providing prevention measures that judge care and permanency. Finally, paradoxical leadership provides moderate empowerment and employees' individuation. Employee behavioral approach matches regulatory focus orientation, boosts innovation, and boosts confidence to conduct positive behavior acts. If employees have strong regulatory emphasis, their behavior is more conservative and less affected (Dai et al., 2020).

### **Limitation and Recommendations**

The currently available research does have certain restrictions. First, because the study only used data from a single wave probable that some limitations to the conclusions' capacity to be generalized. In subsequent research, it could be useful to think about employing a longitudinal research strategy. Second, the research only looked at employees from one country (such as, Pakistan); nevertheless, to make accurate comparisons, employees from variety of countries and different cultures should be researched. In conclusion, there are some limits to the use of self-reported measures in this research, particularly when it comes to measuring the paradoxical leadership

variable. According to findings from prior studies (Yang, et al., 2021), it would appear that existing literature importance of embracing paradoxes and contradictions in leadership approaches. Therefore, recommended that further research be conducted qualitative interviews to paradoxical leaders and employees, to better grasp complicated organizational processes.

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