

# Exploring The Impact Of Paternalistic And Inclusive Leadership On Employee Performance: The Moderating Role Of Work-Related Expectation

Fareena Bibi<sup>1,\*</sup>, Saira Qudus Saggu<sup>2</sup>, Aneela Sheikh<sup>3</sup>,  
Mariam Rameen<sup>4</sup>, Javeria Hafeez<sup>5</sup>, Ayesha Qudus<sup>6</sup>

<sup>1</sup>University of Lahore, Islamabad Campus, Islamabad,  
PAKISTAN.

<sup>2</sup>MBBS, Social Security Hospital, Islamabad, PAKISTAN.

<sup>3</sup>Executive Editor, Science International-(Lahore), Lahore,  
PAKISTAN.

<sup>4</sup>Rawal College of Nursing, Islamabad, PAKISTAN

<sup>5</sup>Medical Laboratory Technologist, Rawalpindi Medical  
University, Rawalpindi, PAKISTAN

<sup>6</sup>University Institute of Radiological Sciences and Medical  
Imaging Technology, Faculty of Allied Sciences, University of  
Lahore, Lahore, 54000, PAKISTAN.

\*Corresponding Author: Fareena Bibi,  
fareenafaree7@gmail.com

## Abstract

**Background:** In the healthcare sector, leadership styles significantly influence employee performance and patient outcomes. This study examines how paternalistic and inclusive leadership impact employee performance, with a particular focus on the moderating effect of work-related expectancies, grounded in expectancy theory.

**Objectives:** The primary aim is to assess the effects of paternalistic and inclusive leadership styles on job performance among middle-level employees in public and private healthcare sectors. Additionally, this research explores how work-related expectancies moderate this relationship, enhancing employees' motivation by linking job performance with potential rewards.

**Methodology:** Data were collected through a structured questionnaire distributed via email and social media platforms to middle-level employees in public and private healthcare organizations. Statistical software was used to analyze the data, testing the hypothesized relationships and the moderating impact of work-related expectancies.

**Results:** The findings indicate that both paternalistic and inclusive leadership positively influence employee performance, motivating employees to deliver optimal patient care and contribute effectively to organizational

goals. Work-related expectancies significantly moderate the relationship, reinforcing employees' belief that superior performance will be rewarded.

**Conclusion:** This study highlights the role of work-related expectancies in enhancing the impact of leadership on employee performance in healthcare. By fostering a supportive and inclusive leadership approach, healthcare organizations can improve employee commitment and performance. The findings provide valuable insights for healthcare management to strengthen leader-employee connections and create a culture conducive to error-free, motivated performance.

**Keywords:** Paternalistic leadership, inclusive leadership, employee performance, work-related expectancies

## INTRODUCTION

Leadership play an important role in any organization, especially in the healthcare sector where the managerial impact on their subordinates is meaningful. However, leaders behave differently according to the situation with different employees, that shows leaders do not adapt specific style to behave toward the workforce team (Nishii & Mayer, 2009; Shore et al., 2011). Through leaders take the appropriate measures and make human relationship and rights to provide essential use of human resources in organization through these measures we can adopt correct leadership style. In leadership style paternalistic leadership, act a father-like role and provide protection and care to their employees' professional and personal lives in exchange for devotion and obedience (Pellegrini & Scandura, 2008).

In previous research many researcher studies on paternalistic leadership (Aycan, 2006; Aycan et al., 2000; Farh & Cheng, 2000; Pearce, 2005; Pellegrini & Scandura, 2006; Redding, Norman, & Schlander, 1994). Majority of researcher focused on paternalistic leadership to employee attitudes & behavior such as satisfaction, commitment, and loyalty (Cheng et al., 2004; Erben & Güneser, 2008; Farh et al., 2006; Pellegrini, Scandura, & Jayaraman, 2010). Healthcare employee's responsible for the patient cares their satisfaction and patient outcome as well. workload, co-worker behavior, leader fear, and other multiple things effect on healthcare employee performance. The goal of this study is how effective leadership role impact on employee's performance how to minimize work-place biasness and discrimination and to give better workplace environment to healthcare worker that they put their best and serve in better way for patient as well as organization.

The conception of inclusive leadership was first created by Nembhard and Edmondson (2006). Very fewer studies exist on inclusive leadership style like, Nembhard and Edmondson (2006) examined the relation between inclusive leadership and development of health care workers team. Value creation in teams is formed by innovative and managerial quality is possible by inclusive approach (Lee-Kelley & Sankey, 2008). In regard to, the more interdependence approach to leadership style is inclusive leadership where inclusion of everyone at workplace is make sure by their leaders (Carmeli, Palmon, & Ziv, 2010). Inclusive leadership encourage employees to take their perspective, that shows leaders values the inclusion of employees (Shore et al., 2011). Employees get feel their consideration in organization by their leader so they act more efficiently Inclusive leaders encourage intercommunication in organization (Pless & Maak, 2004). They increase affirmative and progressive understanding so employees can give their best in outcomes.

Work related expectancies also encourage employees to perform more efficiently, Expectancy theory (Vroom, 1964) take top position in study of work motivation. employees believe that higher level of job performance will be rewarded. An interested history reflected in discussions of extrinsic rewards in the form of pay, promotion, and disciplinary action. A strong relation between performance and extrinsic rewards has been noted as a principle of effective organization and management by (Frederick Taylor). Expectancy is another form of believe that if efforts are raised rewards will be increases as well. So, employees thriving capabilities increase their work performance. in this study we focused on effect of work-related expectancies on employee performance with leadership role. Which type of expectancies effect more their performance. Either their expectancies strong the relationship between leader and their employees or weaken.

## REVIEW OF LITERATURE

In paternalistic leadership leader deal with their employees as a father like, word paternalistic show parents have an authority to make their decision for them. Some, studies show in the Chinese context indicate the logic of paternalistic leadership forecast employee job attitudes and performance (Cheng, Chou, Wu, Huang, & Farh, 2004; Cheng, Huang, & Chou, 2002; Farh, Cheng, Chou, & Chu, 2006; Wu, Hsu, & Cheng, 2002). fewer studies show the relation between paternalistic leadership and employee performance either depend on self-respond performance, initiate concerning same-source biases (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Second, even some of the studies explored the psychological mechanisms identifying the relationship between paternalistic leadership and employee performance. The present study makes

contributions to the paternalistic leadership and work-related expectancies. First, by examining the role of work-related expectancies linking paternalistic leadership and employee performance, it has not yet been linked to paternalistic leadership. Second, by adopting Farh and Cheng's (2000) three-dimension model of paternalistic leadership, we follow a strong call made by Pellegrini and Skandera (2008) to further light on the effects and interrelations of the three dimensions but in this study, we check the overall relationship between paternalistic & inclusive leadership on employee's performance which is more effective.

Chinese researcher Jiing - Lih Larry Farh of Hong Kong University of Science and Technology and Borshuan Ching of national Taiwan University recently studied on paternalistic leadership that combination of strong discipline and authority as a fatherly benevolence and moral integrity. These researchers also studied the three dimensions of paternalistic leadership, Authoritarianism refer to leaders that assert their authority and expect obedience from their employees, benevolence leadership refer to leadership that creates benefit, action and outcomes for all of their employees, moral leadership refer to expectations that leadership demonstrate ethical behavior and moral purpose which leads employees to look up with respect and identify with them. Some advantages of paternalistic leadership are independence of employees towards their work they can grow enhance their skills and knowledge as they access to career development opportunities, consent like employees see various rules and guidelines as valuable in their own interest, loyalty employees believe that work hard and loyalty are recognized and rewarded, creativity employees are able to express their ideas and opinions. some of the disadvantages of paternalistic leadership are biasness and discrimination that employees feel in some cases, demotivation and feeling unvalued, autocratic when blindly follow their leaders and feeling unrespected at work, inadequate feeling incompetence or underqualification and totally dependent on leader.

H<sub>1</sub>: Paternalistic leadership is positively related to employee's performance.

Inclusive leadership is a progressive leadership style in which leaders involve their team members to make decisions and solve issues in an organization. Inclusive leaders use their entire team's knowledge and experience to make decisions for their organization. Such type of leader is confident and competent, but they are not egoistic. inclusive leadership create an environment where employees thrive also set up a reward and recognitions policies to acknowledge the hard work of their team member. Such type of leadership also motivates the team member to work hard and achieve the organizational goals. Inclusive leadership improve their

employees' skills and performance even create an environment & opportunities and give time to their employee to learn new skills. In recent study, the role of uniqueness in the inclusion construct has gained attention for example, Inclusion in Chinese contains two characters, (Bao)" and (Rong)." Bao means including; Rong refers to tolerating or accepting different voice or behavior Tang and her co-authors (2014).

Nembhard and Edmondson (2006) defined inclusive leadership as leader's words and deeds that indicate an "invitation and appreciation of others' contributions" (p. 947), and found that inclusive leadership directly and positively effects on employees' psychological safety, employees' engagement in quality improvement of work. Pless and Maak (2004) conflict on inclusive competencies can be translate into observable and measurable behaviors, such as practicing and encouraging and frank communication between all, recognize others as different but equal and inclusive competencies important to the creation of inclusive environments. Employees participate accordingly and looking each other to how they involve. We use social exchange theory (Blau, 1964; Gouldner, 1960) to explain the reason why inclusive leadership will improve subordinates' work performance while inclusive leadership moves from low to moderate levels. Social exchange theory conflict social exchanges unspecified obligations, and when one person favor to another person, there is an expectation of some future cooperation (Gouldner, 1960). Its means when leaders treat their subordinates in a positive way, subordinates should respond favorably by engaging in equivalent or even more positive behavior in return for leaders favor in the form of improving their performance.

H<sub>2</sub>: Inclusive leadership is positively related to employee's performance.

The paternalistic leadership style is different from conventional leadership found in Asian culture. The paternalistic leadership style act ,like a father role in a family who cares about family, loves them, guides them, and supports them in each step of their life (Hou et al., 2019). Paternalistic leadership worry about their organization and their employees as well. They solve their issue and give them an environment where they work independently. Employees expect more from their leader and in return they work hard to believe that their leaders support him and recognize their effort and give them reward. As paternalistic leadership care and help their employees both in and outside of workplace (Dedahanov et al., 2016; Sahoo and Sahoo, 2019) Here we use the Expectancy. When developing his Expectancy Theory, Vroom used Instrumentality Theory which explain that an individual's attitude toward an outcome depends on his/her perceptions of relationships that are referred to instrumentalities between

that outcome other consequences toward which he/she feels differences of liking or disliking that are referred to identified as valence. Vroom's work with their theory that performance is an action of the relation among instrumentality, valence, expectancy, ability, and role perception.

According to Vroom's Expectancy Theory (1964) three perception instrumentality, valence and expectancy act separately but when it combines act they effect more powerfully in the form of outcomes. An outcome can be perceived as having value in itself or because of its instrumentality in achieving other values. Valence is an action of individual's needs, goals, values and sources of motivation (Vroom, 1964). Instrumentality is the personal belief that first-level outcomes lead to second level outcomes (Porter & Lawler, 1968; Vroom, 1964). In other words, if an individual believes that a high level of performance is instrumental for the achievement of other outcomes that he expects will be rewarding (such as a pay increase, for example), if he believes that a high-performance level will be instrumental for avoiding other outcomes that he wishes to avoid like being fired then they place a high valence upon performing well. Expectancy theory is referred to as particular act will be recognized in the form of particular reward (Porter & Lawler, 1968; Vroom, 1964). So, by this expectation they work more efficiently to achieve rewards. Expectation moderates the relationship between leader and their employees.

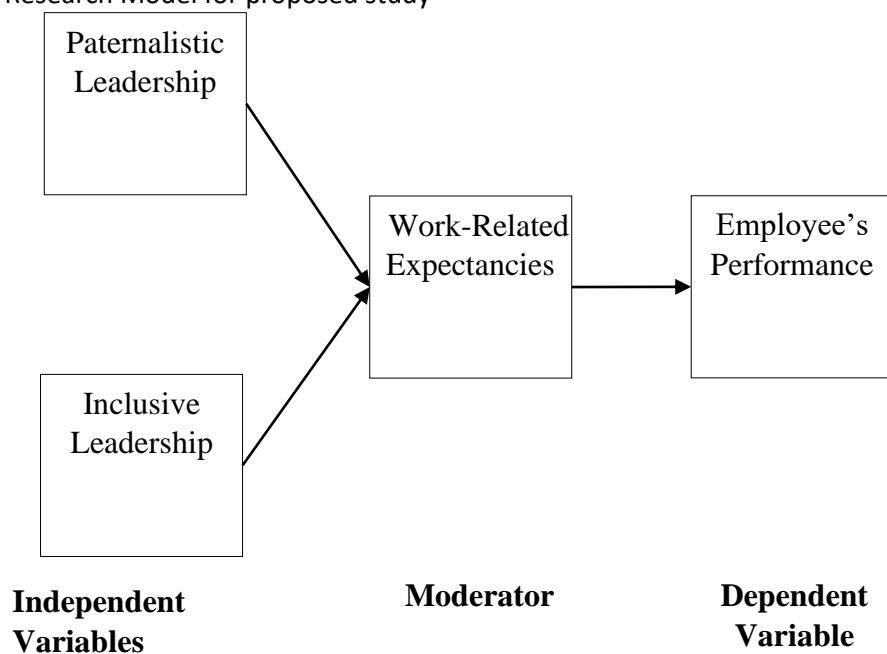
H<sub>3</sub>: Work-related expectancies moderate the relationship between paternalistic leadership and employee's performance, in such a way that increase in moderator strengthen the relationship than weaken.

Mor Barak and her colleagues in the social work field was the first researcher on inclusion in work organizations (Mor Barak & Cherin, 1998; Mor Barak, Cherin, & Berkman, 1998). In inclusive environment recognize all individuals treated them fairly and involve them and their ideas and opinions while decision-making (Mor Barak and Daya. 2014). In inclusive leadership leaders reward their employees in return of outcomes so employees already expect those from their leaders so work-related expectancies moderate the relationship between inclusive leadership and employee's performance. inclusive leaders and their employees are willing to discuss new ideas and opportunities with each other, employees are feeling they are being respected and that their ideas and opinions will be appreciated by the organization (Carmeli et al., 2010). So again, we can here use the expectancy theory of vroom to support our discussion on inclusion of employees is beneficial for organization because employees perform their task for the concept of reward and if they rewarded, they work with better way and confident also feel appreciation.

Work-related expectancies increase employee's performance for the thrive of appreciation and reward, and inclusive leadership that eliminate the discrimination among employees by the involvement of all so they should give their best in outcome. In inclusive leadership where leader deal their employees with justice and equality in the form of promotion, increase their salaries, work flexibility and solve their issues at workplace so they feel self-respect and return favor to their leader in the form of loyalty, work-hard, obedience. The force on a person to perform an increasing function of the algebraic sum of the products of all the valences of all outcomes and the strength of his expectancies that the act will be followed by the achievement of these outcomes. (Vroom 1964, 18).

H<sub>4</sub>: work-related expectancies moderate the relationship between inclusive leadership and employee's performance, in such a way that increase in moderator strengthen the relationship than weakens.

**Figure 1**  
Research Model for proposed study



#### RESEARCH METHODOLOGY

This research study has been done by the following quantitative method, deductive approach and positivism research philosophy through following headings.

**Research Design:** A research design is the framework of research methods and techniques chosen by a researcher to conduct a study. Research design allows researcher to sharp a research method. In this research study collect data by questionnaire with taking consent of the reporting head of the specific sector respondent in order to collect data from them.

Respondent voluntarily participation and also their confidentiality has been ensured to take their unbiased opinion.

**Population and sample:** In research study, a population is the entire group that you want to extract closure about, while a sample is the smaller group of individuals that you actually collect the data from. In research study group of people base on interest and similar characteristics that researcher intend to study. It's often not possible or practical to take opinions from each member of population for research purpose due to limited time and resources that's why researcher chose sample of people from his/her interest (Majid, 2018). Sample must be the true reflection of the population. So, this research study selects the healthcare as population and data was collected by questionnaire from middle level employees of public and private healthcare professionals across reputed cities of Punjab, Pakistan.

**Sample size and sampling technique:** As the sample are true reflection of population so we used convenient and non-probability techniques for data collection. Such type of sampling technique is widely utilized because of time saving and cost effective. The sample size consists of 51 respondents as it is pilot study. For obtaining a decent understanding of research study we executed pilot data collection.

**Instrumentation:** In this study for measuring four variables, close ended questionnaire was used. The questionnaire would be analyzed on the Linkert scale which has the options from one to five. One as strongly disagree and the other extreme as strongly agree. Along with the questions of the variables the demographics will also be studied which includes Gender, Age, Qualification and Experience.

**1. Paternalistic Leadership:** Paternalistic leadership has been measured by using seven-item scale developed by Zahid, A. (2021) to assess the relation between paternalistic quality and leadership. Measured by 5-point Linkert scale and responses obtained in the form of 1= "strongly disagree" to 5= "strongly agree".

**2. Inclusive Leadership:** Inclusive leadership has been measured using nine-item scale by Carmeli, Reiter-Palmon, and Ziv (2010) to check the inclusive quality of a leader. Respondent asked to indicate inclusive ability of their leader in workplace by using 5-point Linkert scale ranging from 1= "strongly disagree" to 5= "strongly agree". Sample items include, the manager is open to hearing

**3. Work-related expectancies:** Work-related expectancies measured by nine-point Linkert scale developed by Smith, C. S., & Brannick, M. T. (1990). that are widely used to examine the expectations that are related to work fulfill by an organization



or not. Responses are obtained using 5-point Linkert scale where, 1= “strongly disagree” to 5= “strongly agree”.

**4. Employees performance:** Employees performance has been measured by using six-items scale that are developed by Baloch, R. (2020). responses obtained through 5-point Linkert scale where, 1= “strongly disagree”, 3= “neutral” and 5= “strongly agree”.

## RESULTS AND DATA ANALYSIS

Data analysis is the most crucial part of research to summarize the collected data. That enable to interpret all data by systematic and logical way to determines the pattern and relationship between each variable.

**Demographics:** The demographic that are used in this study are employee’s age, gender, work experience and employee’s qualification. It is important to identify the characteristics of respondents including males and females respectively and revealed other details of the respondents.

**Table 1** Demographic variables of the study

Variables	Frequency	Percentage	f statistics	p value
Gender			.082	.776*
Male	31	60.8		
Female	20	39.2		
Age			.046	.987*
18-25 years	17	33.3		
25-35 years	29	56.9		
35-45 years	04	7.8		
45 and above	01	2.0		
Qualification			.273	.762*
Under graduation	4	7.8		
Bachelor	25	49.0		
MS/MPhil	22	43.1		
Experience			1.041	.383*
1 - 2 years	18	35.3		
3 - 5 years	15	29.4		
5 - 10 years	8	15.7		
Over10 years	10	19.6		

\* =non-significant

This table provides an overview of the demographic characteristics of the study participants, along with the results of statistical analyses. The majority of respondents were male

(60.8%) and aged between 25 and 35 years (56.9%). In terms of qualification, nearly half held a Bachelor's degree (49.0%), and the most common experience level was 1–2 years (35.3%). Statistical analysis indicated non-significant associations across all demographic variables ( $p > 0.05$ ).

Table 2 presents the means, reliability (Cronbach's alpha), and Pearson correlations for the study's primary variables. All scales demonstrate strong internal consistency, with Cronbach's alpha values ranging from .866 (for EP) to .957 (for ILS), indicating the scales are reliable for assessing the study variables. Significant positive correlations were found between PLS and ILS ( $r = .823$ ,  $p < .01$ ), suggesting that employees who perceive higher paternalistic leadership are also likely to perceive inclusive leadership in their workplace. PLS also correlates positively with WRE ( $r = .818$ ,  $p < .01$ ), indicating a relationship between leadership style and employees' work-related expectancies. PLS and EP have a moderate positive correlation ( $r = .538$ ,  $p < .01$ ), showing that paternalistic leadership is positively associated with employee performance.

**Table2** Mean, reliability and Correlations for Study Variables

	Mean	Cronbach's Alpha	Mean PLS	Mean ILS	Mean WRE	Mean EP
Mean PLS	2.487	.877	1			
2. Mean ILS	2.538	.957	.823**	1		
3. Mean WRE	2.704	.922	.818**	.707**	1	
4. Mean EP	2.137	.866	.538**	.575**	.382**	1

Paternalistic Leadership (PLS), Inclusive Leadership (ILS), Work-Related Expectancies (WRE), Employee's Performance (EP)

The correlation between ILS and EP is similarly positive ( $r = .575$ ,  $p < .01$ ), indicating that inclusive leadership is also associated with improved employee performance. WRE shows the weakest correlation with EP ( $r = .382$ ,  $p < .01$ ), although it is still significant, suggesting a smaller but meaningful impact of work-related expectancies on performance.

**Table 3** Regression Analysis for Study Variables

Predictors	Employee Performance		
	$\beta$	$R^2$	$\Delta R^2$
Step 1			
PLS	.318***		
ILS	.320**		
WRE	-.185 ns	.360	.360
Step 2			
PLS * WRE	.040**		
ILS * WRE	-.029	.360	.000

PLS = Paternalistic Leadership; ILS = Inclusive Leadership; WRE = Work-Related Expectancies; ns = not significant.  $p < .01$ ; \* $p < .001$ .

Table 3 summarizes the regression analysis used to predict Employee Performance (EP) based on the study's predictor variables: Paternalistic Leadership (PLS), Inclusive Leadership (ILS), and Work-Related Expectancies (WRE). The analysis was conducted in two steps to examine both direct effects and interaction effects. In the initial step, PLS and ILS positively and significantly predicted Employee Performance ( $\beta = .318$ ,  $p < .001$  for PLS;  $\beta = .320$ ,  $p < .01$  for ILS), indicating that both leadership styles are associated with higher employee performance. The effect of WRE on Employee Performance was not statistically significant ( $\beta = -.185$ , ns), suggesting that WRE alone does not significantly influence performance in this model. The model accounted for 36% of the variance in Employee Performance ( $R^2 = .360$ ).

In the second step, interaction terms (PLS \* WRE and ILS \* WRE) were added to assess the moderating role of WRE. The interaction between PLS and WRE significantly predicted Employee Performance ( $\beta = .040$ ,  $p < .01$ ), indicating that the effect of paternalistic leadership on performance is moderated by work-related expectancies. However, the interaction between ILS and WRE was not significant ( $\beta = -.029$ ), showing that work-related expectancies do not moderate the relationship between inclusive leadership and employee performance. The change in  $R^2$  from Step 1 to Step 2 ( $\Delta R^2 = .000$ ) indicates that the interaction terms did not add to the model's explanatory power for employee performance.

These results highlight that while both PLS and ILS are individually associated with employee performance, work-related expectancies specifically moderate the effect of paternalistic leadership but not inclusive leadership on performance outcomes.

**Figure 2** Interaction plot for proposed study

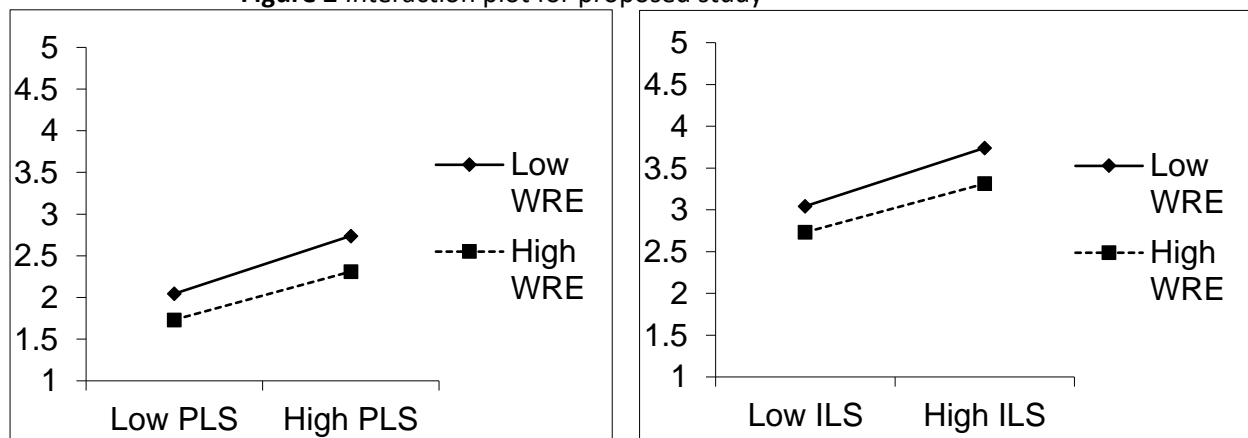


Figure 2 displays two interaction plots illustrating the moderating role of Work-Related Expectancies (WRE) in the

relationships between (1) Paternalistic Leadership (PLS) and Employee Performance and (2) Inclusive Leadership (ILS) and Employee Performance.

**Interaction of PLS and WRE:** The first plot shows that for employees with low WRE, Employee Performance increases more steeply with higher PLS levels than for employees with high WRE. This suggests that PLS has a stronger positive impact on Employee Performance for employees with lower WRE, while for those with higher WRE, the effect of PLS on performance is less pronounced.

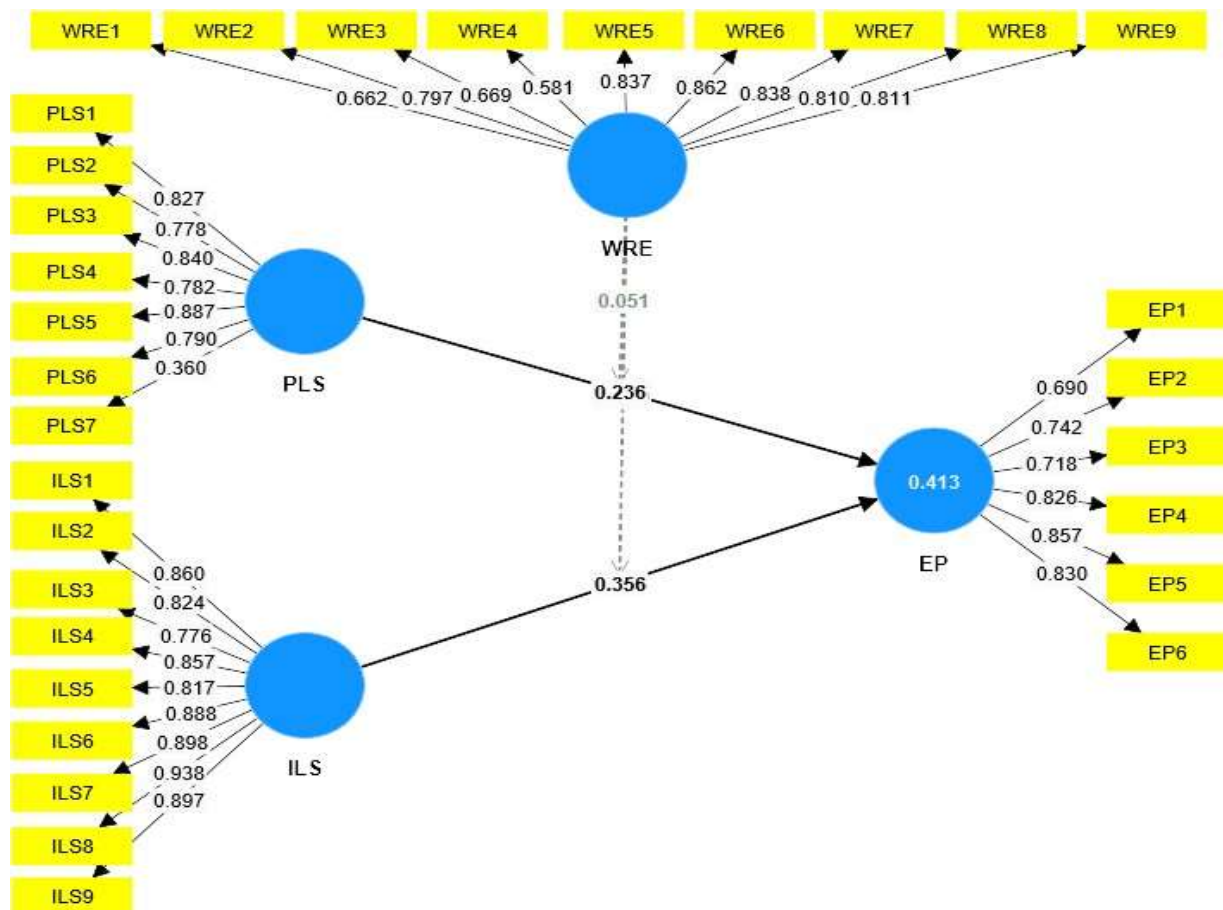
**Interaction of ILS and WRE:** The second plot illustrates that, although there is a positive relationship between ILS and Employee Performance, the slopes for both low and high WRE are similar. This suggests that WRE does not significantly moderate the relationship between ILS and Employee Performance. In summary, these interaction plots indicate that WRE moderates the relationship between Paternalistic Leadership and Employee Performance but has little to no moderating effect on the relationship between Inclusive Leadership and Employee Performance.

**Table 4** Reliability and Validity of Study Constructs

Constructs	Cronbach's $\alpha$	Composite reliability( $\rho$ - $\alpha$ )	Average variance extracted (AVE)
Paternalistic leadership	0.885	0.91	0.59
Inclusive leadership	0.96	0.96	0.75
Work-related expectancies	0.92	0.94	0.59
Employees performance	0.88	0.92	0.61

Table 4 presents the reliability and validity indicators for the study constructs, including Paternalistic Leadership, Inclusive Leadership, Work-Related Expectancies, and Employee Performance. Cronbach's alpha ( $\alpha$ ) values for all constructs exceed the commonly accepted threshold of 0.70, indicating good internal consistency. The values range from 0.88 for Employee Performance to 0.96 for Inclusive Leadership, suggesting that the scales used for each construct are reliable.

**Figure 3** Confirmatory factor analysis



The composite reliability ( $\rho$ ) values are all above 0.90, indicating strong internal consistency and suggesting that each construct is measured reliably. These values are higher than Cronbach's alpha values, which is typical as composite reliability is often a more accurate measure of scale reliability. The AVE values for each construct are above 0.50, with values ranging from 0.59 for Paternalistic Leadership and Work-Related Expectancies to 0.75 for Inclusive Leadership. This indicates adequate convergent validity, meaning that the constructs explain a sufficient amount of variance in their respective indicators.

Confirmatory factor analysis is used for the model fit criteria. It is used to determine that whether the construct is a good fit or not. There is a criterion for the model fit index. For CFA testing the factor loading value  $> 0.6$  that is preferable and AVM value should be  $< 0.5$  to show the validity of variable's item. As above table show the confirmatory analysis of variables and represent that AVE values of variables are sufficient and relay the  $> 0.5$  value.

## DISCUSSION

The objective of the current study is to find out the impact of paternalistic leadership on employees' performance of healthcare sector, 51 respondents included in study. The hypothesis 1 shows that paternalistic leadership is positively

related to employee's performance. The importance of paternalism in leadership has been considered for several decades (Weber, 1947). Paternalistic leadership has received increased research attention in the past few years. Paternalistic leadership as a unidimensional construct was as well positively related to the outcomes in the form of performance of employees. Previous studies identified the links between paternalistic leadership and employee performance relied on self-reported performance, introducing concerns about same-source biases. As previous research shows that paternalistic leaders effect their follower's performance. Leader member exchange theory, that is the promote theory for the prospective model represent the purpose of the current study. As the purpose of this model is to find out the impact of paternalistic leadership on employees' performance. To support the hypothesis, we use LMX theory. paternalistic leadership, act as a father and provide protection & care to their employees' professional and personal lives in exchange for devotion and obedience. Such convenient leadership style helpful for both employees as well organization b/c in response to their leader obedience they put their best in performance.

The hypothesis 2 shows that the positive effect of inclusive leadership on employees' performance. Although the inclusive behavior in leadership have not common like other but fewer studies exist that shows the inclusive leadership play a role in employees' performance. Previous studies are in favor of that relationship for example, Carmeli, Reiter-Palmon, and Ziv (2010) say inclusive leadership has a significant positive impact on employee's performance. To support and further discuss the inclusive leadership here we add the Leader Member Exchange theory to support and represent the hypothesis (Li, Sanders & Frenkel, 2012). leader who continuously provides extra support and resources have a loyal and reliable employee. Those employees more likely to go above and beyond for the boss in return, resulting positive leader-member exchange relationship. inclusive leadership is positively associated with performance of the team Morgeson, DeRue and Karam, (2010) found that. This study sheds light on inclusive leadership in healthcare sector of Punjab, Pakistan having 51 respondent that shows that the more the leader inclusive that increase and boost the employee's performance. Leader improve the performance of an organization because they produce more collaborative environments and processes (Ansell & Gash, 2008). Inclusive leader who appreciates their employees by welcoming the ideas and helps them think to rebuild and innovate. He clearly communicates with them and underlying purpose they are free to create something new and unique and do things on their own. Thus, the purposeful

inclusive nature of the leader plays a significant role on employees' performance.

Work-related expectancies moderate the relationship between paternalistic leadership and employee's performance of healthcare sector. as hypothesis 3 shows that work-related expectancies strengthen the employees performance. as some researcher shows that more expectation led to improve performance in the given area. Employees expect more mean they achieve their goals, so to fulfill organization requirements they put their best received their goals. Number of reasons that employees not performing as expected, so to take right step its necessarily to go to the bottom of the reason behind these. Communicate and discuss frankly with employees to find out if anything effects their ability to perform. That could be lack of resources, don't feel aligned with company goals or not receiving proper training and guidance. Other factor might be personal reason such as mental wellbeing and personal life issues also effect the performance, so if the leader has paternalistic style in their leadership they try to support their employees in any situation. Outcome expectations refer to the beliefs of the consequences of actions (Bandura 1986). Employees have a significant effect on employees' performance. Performance management that aligns individual performance with organizational outcomes and also support high performance by managing employees' expectations.

Work-related expectancies moderate the relationship between inclusive leadership and employee's performance as hypothesis 4 shows that work-related expectancies increase the employee's performance. present study can be pointed out to Ekehammar & Akrami (2004). In these studies, the influence of leadership styles on performance, motivation and staff morale examined. Leaders who has inclusiveness in their leadership style try to fulfill their followers needs and ensuring all team members are treated equitably and have the resources and support that they need to achieve their full potential. vroom theory is used to support hypothesis as the expectancy theory represent that an individual act or behave in a certain way b/c they are motivated to select that particular behavior due to they expect the result of that specific behavior will be. Employees must believe the task is achievable if they put effort into it. If the task is doable employees will be clever to perform well in the prospect of bonus. As this research study conduct on pilot study so 51 respondent of healthcare sector are included according to their response we can say that work-related expectation moderates the relationship b/w employee's performance and inclusive leadership. As their responses shows that if their expectation is increasing their performance also increase.

## CONCLUSION

This study was conducted to analyze the impact of paternalistic and Inclusive leadership on employee's performance with the moderating effect of work-related expectancies conducted on public and private healthcare sector data collect from 51 respondents. Result interpretation concludes that paternalistic leadership and inclusive leadership significant for employee's performance. inclusive leadership style is associated with closely relevant to the performance. In fact, these findings have important implications for managers. It should be noted that paternalistic and inclusive leadership are not two opposite theories, rather they are complementary like increase motivate, effort and follower's satisfaction and provide protection with paternalistic leadership and rewards and support by inclusive leadership, so both are necessarily to adopt. Because both forms are introduced the supreme leader. Given to the effectiveness of each leadership style, if they apply and operate both styles that are more beneficial for health care employees and the organization as well.

**Recommendation/Implication:** Top management should keep the importance of leadership style in mind as it is an important element to produce positive outcome moreover this study highlights and provides a charming contribution toward employee's performance theoretically.

At the time of hiring a manager for healthcare sector keep in mind they are innovative and able to opt leadership style according to the situation and employees' type. Leader should follow the term of policies first and then tell everyone to follow these instructions. It is suggested that managers trained to use both styles of leadership and along with the increasing need for new skills and competencies of leadership according to changes in community, leadership training program is more important than ever Great leaders facilitate communication, boost productivity and put others first. Such ability is critical to quality patient care since healthcare services often requires a rapid response to issues that arise, for such type of situations communication and efficiency are vital. It is important that managers combine both paternalistic and inclusive leadership style with each other. In fact, leaders can increase motivate, effort and follower's satisfaction and provide protection with paternalistic leadership and rewards and support by inclusive leadership. The planning and supervision are the action of performance, it is suggested that managers proceed organizational goal that have a careful and calculated planning and if paternalistic leadership and inclusive leadership style interact with each other, the goal run faster.

**Limitation and future research:** This study is based on pilot study, so generalizability is the main limitation of study there are always few limitations in research because the things



attached with human mindset can't be see exactly so this research can't be 100% authentic so there are some obvious limitations of the study. Data were only collected from few cities of Pakistan and sample size is 51. For future add some other cities and no. of respondents can be increased to get a better picture of the study. Limited number of variables choose the present study was not examining the dimensions of paternalistic leadership style, it is suggested that future researchers should examine each aspect with the employee's performance. Present study conducts with moderating effect on leadership and employee's performance future research may add mediator like trust to check the mediating effect on leadership and employee's performance. Cross sectional study applied to collect data because of short time duration future research may opt other sampling technique.

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