



**RESEARCH PAPER**

**Work Family Conflict, Creative Performance, and Paternalistic Leadership: Analyzing the Paradigms**

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This study was designed to evaluate the impact of work-family conflict on creative performance, whereas, the paternalistic leadership was tested as the mediating variable in the case of National Highway & Motorway Police. This is a cross-sectional research study having a population parameter of Pakistan. The sample size was 200, as the population size of 2800 employees at NHMP. The results revealed that work-family conflict has a negative impact on creative performance (Beta = -0.024, T-test = -.373, and Alpha = 0.710) and a mild positive impact on the paternalistic leadership (Beta = 0.145, T-test = 2.030, and Alpha = 0.044). Whereas, paternalistic leadership have been identified to have a strong positive impact on the creative performance at NHMP (Beta = 0.513, T-test = 8.124, and alpha = 0.000). The mediation was also been identified to be existed in the model. As indirect impact of coefficient increased dramatically from Beta = 12.37% to 53.64%.

**Introduction**

National Highway & Motorway Police (NHMP), Pakistan has comparatively a stressful working environment (Abbasi, et al., 2008). Both work family conflict and paternalistic leadership have some great influence on the employee's creativity (Bouzari & Karatepe, 2019; Cain, et al., 2018). In the pace of the competition, the technology has played a big role to simplify the things much more. Similarly, every other organization is now trying to cope-up with the current trends and think out of the box. Creativity and innovation always comes first in the mind whenever there is a discussion of thinking out of the box (Bagger & Cropanzano, 2017).

Therefore, this study has been designed identify the relationship of work family conflict and creative performance. Meanwhile, this study will also explore the mediating role of paternalistic leadership as well. Because, paternalistic leadership is assumed to be a dynamic approach in when it comes to the hard jobs like police and forces. It also assumed as a balancing factor of the work family conflict when it comes to the thinking out of the box approach. Problem statement directly refers to the aim of study that what a researcher wanted to do and what the study results will are going to value add in the existing literature.

## **Literature Review**

The theoretical evidence has been collected using the secondary data (previous research publications and books) from the recognized journals. The link between the variables used in the current research study's model has also been identified in this chapter. Later, on the basis of the theoretical evidence, the proposed hypothesis have been developed to be evaluated by this research study. These hypotheses supported to develop the proposed research model. Which is also given and discussed in this second chapter of this research paper.

Researchers have recommended that paternalistic pioneers may show dictatorship, kindheartedness, and ethical quality in their activities (Middlemiss, 2011). In this examination, researcher direct a meta-analysis of the connections between paternalistic initiative and devotee work results. Studies identified that dictator authority is connected adversely and consideration and good initiative are connected decidedly to various devotee results (Middlemiss, 2011; Bagger & Cropanzano, 2017). Results from relative weight examinations propose one of a kind commitment of paternalistic administration far beyond groundbreaking authority and pioneer part trade (LMX) in the forecast of adherent results. Also, researcher found that LMX mostly intervenes the connection between paternalistic administration and devotee results (Middlemiss, 2011).

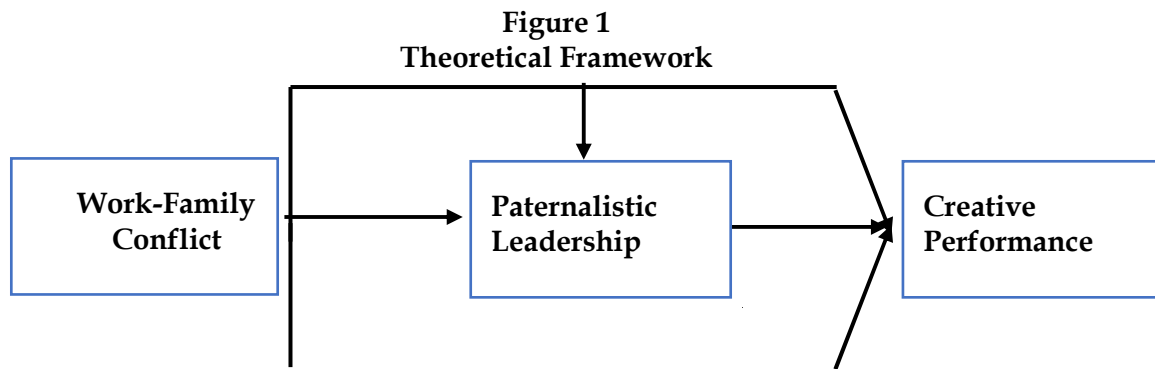
As for mediators, researchers discovered blended proof for distribution status and force distance. At last, contemplates that utilized Chen & Appienti (2020) estimation demonstrated more vulnerable mean adjusted connections and representative examples from law authorization associations indicated more grounded mean revised connections for connections between paternalistic administration and supporter work results (Ramely & Ahmad, 2017; Chen & Appienti, 2020).

The two components of paternalistic authority were fundamentally identified with LMX (Middlemiss, 2011). LMX significantly affected worker voice conduct that was additionally identified with inventive work conduct. The discoveries likewise uphold the intervening part of LMX among tyrant and good authority and representative voice (Ciby & Raya, 2014). Further, LMX and worker

voice helped the roundabout connection between moral administration and imaginative conduct. In any case, tyrant authority exhibited a huge however negative circuitous impact on imaginative conduct through LMX and worker voice (Middlemiss, 2011).

### Theoretical Framework

This study aims to examine the impact of work-family conflict on creative performance while testing the mediating role of paternalistic leadership at Pakistan Motorway Police. The model is given as follows.



Reviewing the literature, the proposed research model for this study is based on the evidence collected from previous studies and theoretical framework of past studies. Drawing from the research model, the proposed research hypotheses addresses to each path of the research model of the current study.

### Hypotheses

There are total four paths to evaluate in this research study. Each path has been hypothesized in respect to the majority of the findings of theoretical evidence supported with theoretical and conceptual framework. These hypotheses are given below.

**H1:** Work-Family conflict has negative impact on creative performance of employees.

**H2:** Work-Family conflict has negative impact on paternalistic leadership of employees.

**H3:** Paternalistic leadership has positive impact on creative performance of employees.

**H4:** Paternalistic leadership mediates the relationship between work-family conflict and creative performance of employees.

### Material and Methods

The total number of employees working in National Highway & Motorway Police (NHMP), Pakistan are 2800. They are currently covering the 3999 KM roads all around Pakistan. According to the NHMP, these roads will extend to 4500 KMs at the end of 2021 to be covered under the jurisdiction of NHMP (NHMP, 2021). The number of the middle level employees though are around 2800 all around the country. Considering the huge number of population, it is practically not possible to collect the data from the total target population of the study. Therefore, the sample has been designed to collect the data from limited number of employees who will represent the total target population of the study. Out of 210 sample of the study, 200 responses were fully attempted and they were considered as part of the analysis. The rate of return is calculated with the formula given as follows:

$$\text{Rate of Return} = \frac{\text{Fully attempted responses}}{\text{Total Number of Sample}} \times 100$$

$$\text{Rate of Return} = \frac{200}{210} \times 100$$

$$\text{Rate of Return} = 95.23\%$$

So, the rate of return of the sample of this study is 95.23%. 10 responses were partially completed and that is the reason they were not included as part of the analysis in this study. So, only 200 responses which were fully answered have been included in the analysis part of this research study.

**Table 1**  
**Case Processing Summary / Response Rate**

		N	%
Cases	Valid	200	100.0
	Excluded <sup>a</sup>	0	0
	Total	200	100.0

a. Listwise deletion based on all variables in the procedure.

### Gender

Asking about the gender of the participants, there were two options available for the participants to respond and select only one option. These options were 'male' and 'female'. While doing the coding in the Excel sheet, male was assigned '1' and the female response assigned '2' numbers. These numbers were assigned to help software to process the test smoothly and free of errors.

**Table 2**  
**Gender of respondents**

		Frequency	Percentage	Cumulative %
Valid	Male	145	72.5	72.5
	Female	55	27.5	100.0
	Total	200	100.0	

According to the gender description, results suggests that the majority of the respondents of this study were male. There were total 200 respondents and among them, 145 were male and only 55 were female respondents. In percentage, the male participation was 72.5% whereas female participation was only 27.5%. The same readings can also be seen in the pie-chart. It shows that blue shaded represents to the male participants and red shaded portion represents to the female participants of this study. The female participation is comparatively and significantly lower than the male participation.

### **Experience**

The next question in the heading of the demographics part, participants were asked about their experience in terms of he tenure they were being working with the National Highway & Motorway Police (NHMP), Pakistan. five options were given to the participants to choose any one among them. These options includes fresh or newbie to 3 years of experience with NHMP, the second option was 4 to 7 years of experience. Similarly, each option was set in a way to have a bracket having at least 3 years of gap to the next option. The fifth option was for the employees who were working in NHMP for 16 and above years. Table shows the information of participants in respect to having working experience with NHMP, Pakistan.

**Table 3**  
**Experience**

		Frequency	Percentage	Cumulative %
Valid	0-3	68	34.0	34.0
	4-7	24	12.0	46.0
	8-11	56	28.0	74.0
	12-15	40	20.0	94.0
	16 & Above	12	6.0	100.0
	Total	200	100.0	

According to the data related to the experience of participants working with NHMP, the majority of the sample of study were fresh/newbies to 3 years of experience with the organization. These were 68 in numbers and 34% of the total sample of this study. 24 participants (12% of the sample) told that they were working for NHMP since 4 to 7 years. Similarly, the second highest number of the

participants were having experience of 8 to 11 years working for NHMP. These were 56 in numbers and 28% of the total sample of the study. Further, the 3/4<sup>th</sup> sample of the study having cumulative percentage of 74% of the total sample were having working experience of 0 to 11 years for NHMP. 40 participants told they were being working for the organization since 12 to 15 years and only 12 participants (6%) told that its been 16 years and above that they were working in the National Highway & Motorway Police (NHMP), Pakistan.

The pie-chart also shows that the blue and color is the big pie in the chart which represents to the participants having 0 to 3 years of experience. Whereas, the second largest part can be seen as green in color. So on, the orange, red, and last the smallest portion is yellow which represents to the participants having 16 and above years of experience with NHMP.

So, the diverse nature of workforce (in terms of experience) have participated in this study. It is a good sign for the significance of the study because this addresses to problem which is applicable for all including experienced plus newbies workforce. As, this includes opinions of diverse nature and wide range employees (in terms of experience). Thus, it is added to the significance of this study as well because this study does not limited to a particular level of employees at NHMP (In terms of experience), but it addresses to diverse workforce.

### **Age**

The third question of the demographic part of the questionnaire was about the age of the participants. For this question, six option were given to the participants. On the gap of 5 years, these six option were designed. Like the first option was 20 to 25 years of age of participant at the time of participation in this study. Similarly, all 6 brackets were designed with adding at least five years in each bracket. This part is important because age usually suggest the maturity level of the participants which also reflect to the significance of the study. Further, it also help to make sure that research ethics are compliant and keenly taken care while conducting this survey based research study. The data for the age of the respondents is given below in Table

**Table 4**  
**Age of Participants**

		Frequency	Percentage	Cumulative %
Valid	20-25	15	7.5	7.5
	26-31	65	32.5	40.0
	32-37	66	33.0	73.0
	38-43	36	18.0	91.0
	44-49	13	6.5	97.5
	50 & Above	5	2.5	100.0

Total	200	100.0	
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The results shows that 15 participants told that they were in between 20 to 25 years of age. It is the lowest category and also the third lowest participation of employees from this age bracket in this study. 65 and 66 reported to be from the age groups of 26 to 31 and 32 to 37 respectively. These participants were the largest proportion of the total sample of this study. in percentage. These participants were 32.5% and 33% respectively. As the age goes up, so as the participation of employees of NHMP goes down. The fourth category was of the age group of 38 to 43 in which 36 employees who marked themselves under this age bracket. Meanwhile the lowest portion of the participants were from the two of the second last age brackets i.e. 44 to 49 and 50 and above years of age groups. There was participation of 13 and 5 individuals from these groups respectively.

The same results can also be seen through the pie chart. The red and green partitions are among the greater ones in the whole chart. As these portions represent to the participants who were from the age groups of 26 to 31 years and 32 to 37 years of age groups. The overall result shows that the majority of the participants were from the age group of 25 to 37 years of age, which is a good sign because these employees are at the peak of their career with the NHMP and their opinion would really matters to the significance and findings of this research study.

### Marital Status

There is a significant relationship of the work-family conflict and marital status of employees identified in a previous study (Agosti, et al., 2017). It has identified that married employees have more responsibilities than those having single marital status. Thus, more responsibilities can conflict between the work related responsibilities and family related responsibilities (Bagger & Cropanzano, 2017). Thus, it was important to add this question in the demographic part of the questionnaire. Participants were given two option for this question which were 'Married' and 'single' options. The results of the marital status are given in Table.

**Table 5**  
**Marital Status**

		Frequency	Percentage	Cumulative %
Valid	Single	59	29.5	29.6
	Married	140	70.0	100.0
	Total	199	99.5	
Missing	System	1	.5	
Total		200	100.0	

The results suggest that 59 participants of this study were single at the time of their participation. Whereas, 140 participants of this study were married. In terms

of the total percentage, 29.5% were single and 70% of participants of the total sample of this study were married. Only one participant didn't mentioned the marital status which is the 0.5% of the sample of this study.

The same results can also be seen through the pie chart as well. The red colored area is far greater than the blue one. As red area represents to the married participants and blue area represents to the participants having 'single' marital status at the time of their participation.

### **Qualification**

The last question in the demographic part of the questionnaire was about the qualification of the participant employees of NHMP, Pakistan. Four option were given to the participants to respond against this question. These option included undergraduate or 14 years of education, graduate or 16 years of academic career, Masters old version also equivalent to the 16 years of education, and finally the fourth and the last option was higher studies (MPhil or PhD).

**Table 6**  
**Qualification**

		Frequency	Percentage	Cumulative %
Valid	Undergraduate	27	13.5	13.5
	Graduate	59	29.5	43.0
	Masters	71	35.5	78.5
	Higher Studies (MPhil/PHD)	43	21.5	100.0
	Total	200	100.0	

The results as shown in the Table suggests that the respondents of this study were well qualified and each participant was at least 14 years and above qualified in the academic career. It is a positive sign for the significance of this study. According to the results, 27 participants which is 13.5% of the total sample of study marked to the option of undergraduates. Whereas, the second largest participation was of the employees having qualification of graduate academic background. They were 59 in numbers and 29.50% of the total sample of this study. Similarly, it can also be seen in the pie-chart that the longest portion is green in color. These participants marked themselves to select the option of having masters qualification. 43 participants were having higher education educational background as per the results.



### Correlation Analysis

Pearson bivariate correlation analysis test was applied setting the confidence level at 95% i.e.  $P = (0.05)$ . This test was applied after computing the items into their appropriate scales. Then, using the bivariate Pearson correlation analysis function in the SPSS these results were obtained.

**Table 7**  
**Correlation**

	Mean	SD	1	2	3
Work-Family Conflict	31.53	6.010	1		
Creative Performance	24.57	5.666	.063	1	
Paternalistic Leadership	34.19	5.420	.145*	.500**	1

\*. Correlation is significant at the 0.05 level (2-tailed)

\*\*. Correlation is significant at the 0.01 level (2-tailed).

The correlation results shows that the mean values of all three computed variables are 31.53 for the work-family conflict, 24.57 creative performance, and 34.19 mean score of paternalistic leadership. As mentioned in the instruments and scale that work-family conflict has 10 items, there were 9 items to measure the scale of creative performance, and 12 items were adopted for measuring the scale of paternalistic leadership. The standard deviation (SD) score of all three variables is very close to five and a half. As it can be seen that values are not that much deviates from its original line. The standard deviation value of work-family conflict is relatively higher than the other two scales i.e. creative performance and paternalistic leadership.

### Hypotheses Testing

The linear regression test was applied after computing the items into their appropriate scales. This function was applied to test the hypotheses by identifying the model summary, standardized coefficient beta, critical/acceptance region, and alpha values. As this study have total four paths to evaluate. Each path has been hypothesized in respect to the majority of the findings of theoretical evidence supported with theoretical and conceptual framework. Two paths have (two hypotheses) were identified via 1<sup>st</sup> model and rest two path have been discovered with the help of model 2 and 3 respectively.

All four hypotheses of this study will be tested here with the help of these 3 models. The hypotheses of this study includes H1: Work-Family conflict has negative impact on creative performance of employees at National Highway &

Motorway Police (NHMP), Pakistan, H2: Work-Family conflict has negative impact on paternalistic leadership of employees at National Highway & Motorway Police (NHMP), Pakistan, H3: Paternalistic leadership has positive impact on creative performance of employees at National Highway & Motorway Police (NHMP), Pakistan, and H4: Paternalistic leadership mediates the relationship between work-family conflict and creative performance of employees at National Highway & Motorway Police (NHMP), Pakistan. The three models are given as follows.

### **Model 1**

Model one tests the first and third hypothesis of this study, i.e. H1: Work-Family conflict has negative impact on creative performance of employees at Motorway Police, Pakistan, and H3: Paternalistic leadership has positive impact on creative performance of employees at Motorway Police, Pakistan. In both path, the dependent variable is common and that is creative performance.

**Table 8**  
**Variables Entered Information**

Model	Independent Variables Entered	Method
1	Paternalistic Leadership, Work-Family Conflict	Enter

Dependent Variable: Creative Performance

### **Model 1 - Variables Entered information**

There are two independent variables entered in the model 1. These variables are work-family conflict and paternalistic leadership. Whereas, the dependent variable has been entered to the creative performance. It is assumed in the hypotheses 1 and 3 that work-family conflict will have a negative and paternalistic leadership will have a positive impact on the creative performance respectively.

**Table 9**  
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.510 <sup>a</sup>	.260	.253	4.898

a. Predictors: (Constant), Paternalistic Leadership, Work-Family Conflict

### **Model Summary - Model 1**

The model summary for the paths to identify the impact of work-family conflict and paternalistic leadership on creative performance suggest that the model fitness is 26%. As it can be seen that the value of R square is 0.260. Moreover, this is a reasonable good number in terms of the model fitness and that is possible because of the inclusion of paternalistic leadership and its influence on the creative performance. Previous studies have suggested the similar findings in terms of the

relationship between paternalistic leadership and creative performance (Anderson & Sun, 2015; Kim & Beehr, 2018).

**Table 10**  
**Regression Analysis Coefficient**

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
1 (Constant)	6.928	2.753		2.516	.013
Work-Family Conflict	-.022	.060	-.024	-.373	.710
Paternalistic Leadership	.536	.066	.513	8.124	.000

a. Dependent Variable: Creative Performance

The regression analysis coefficient table suggests that work-family conflict has a negative impact on creative performance. Because the standardized coefficient beta is -0.024. It's very low but yet showing a negative impact on the creative performance at National Highway & Motorway Police (NHMP), Pakistan. Whereas, the value of T-Test is (-0.373) and the p-value is also not significant. Thus it clarifies the finds of model summary and suggests that there is negative impact of work-family conflict on creative performance. These findings are also in line to the findings previous studies i.e. (Bagger & Cropanzano, 2017; Deery & Jago, 2015).

Thus, the findings of the impact of paternalistic leadership on creative performance at Pakistan Highway & Motorway Police (NHMP) Pakistan are i.e. (Beta = 0.513, T-test = 8.124 and alpha = 0.000) support to accept the hypothesis 3 of this study. The H3 claims that **H3: Paternalistic leadership has positive impact on creative performance of employees at National Highway & Motorway Police (NHMP), Pakistan.**

## Model 2

The second path of the research model of this study is to evaluate the impact of work-family conflict on paternalistic leadership, and so as the second hypothesis of the study which claims that H2: Work-Family conflict has negative impact on paternalistic leadership of employees at National Highway & Motorway Police (NHMP), Pakistan. So, the variables entered in this model number 2 are very much obvious (work-family conflict as independent variable and the paternalistic leadership as dependent variable). Let's have a look at the variables entered Table.

**Table 1**  
**Variables Entered - Model 2**

Model	Variables Entered	Method
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2	Work-Family Conflict	.	Enter
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Dependent Variable: Paternalistic Leadership

In the model 2, only two variables have been entered because of the path of the research model suggest to evaluate the impact of the work-family conflict on the paternalistic leadership. The result of the model summary of model 2 is given below in the Table.

**Table 12**  
**Model Summary - Model 2**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
2	.145 <sup>a</sup>	.021	.016	5.375

a. Predictors: (Constant), Work-Family Conflict

The results of the model 2 of given in Table suggest the story that there is almost nothing in the model fitness. As the value of the R square is 0.021. That means work-family conflict has an influence of 2.1% on the paternalistic leadership at National Highway & Motorway Police (NHMP), Pakistan. the respondents of the study thinks that the paternalistic leadership has a very least proportionate of the work-family conflict to enhance and build the abilities of paternalistic leadership in one’s personality.

The value of F-test as given in the ANOVA Table of model 2 (given in appendices) is 4.122. This is not so much significant value of the F-test which indicated that work-family conflict would have a very insignificant impact on the paternalistic leadership at the NHMP, Pakistan. Right at the moment, it is not an enough evidence to support the acceptance or rejection of the hypothesis 2 of this study. Because this will further requires an evidence of the standardized coefficient beta as well along with the t-test and significance values. These values have been given in Table as follows.

**Table 3**  
**Regression Analysis - Coefficient Table Model 2**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
2	(Constant)	30.125	2.050		14.698	.000
	Work-Family Conflict	.130	.064	.145	2.030	.044

a. Dependent Variable: Paternalistic Leadership

The regression analysis coefficient result suggest that the standardized coefficient beta is 0.145 which indicates that work-family conflict has a positive but very mild impact on the paternalistic leadership. In simple words, this suggests that

increase in the 1 unit of work-family conflict will impact into increase in 0.145 units of the paternalistic leadership. Employees of NHMP believes that their paternalistic leadership personality build-up more with more facing to the work-family conflicts.

The overall values can also be seen in Table (beta = 0.145, T-test = 2.030, and alpha = 0.044). Knowing the fact that the general criteria for the t-test is to be greater or less than a range of (-1.8 to +1.8) in the case of confidence level of 95% ( $p < 0.05$ ) (Saunders, et al., 2015). Similarly, it can also be seen in Table that the p value is 0.044 which is just a digit less than the minimum criteria. The results suggest the mild and positive influence of work-family conflict have on paternalistic leadership at National Highway & Motorway Police (NHMP), Pakistan.

The imperial evidence does not support to accept the hypothesis 2 of this study which claims that **H2**: Work-Family conflict has negative impact on paternalistic leadership of employees at National Highway & Motorway Police (NHMP), Pakistan. Because, employees of NHMP believes otherwise. The findings are also a bit against of the theoretical evidence, because previously conducted studies have identified a negative impact work-family conflict on the scales which were very closed to the paternalistic leadership, just like personality traits (Bagger & Cropanzano, 2017), transformational leadership approach (Anderson & Sun, 2015), and supervisor behaviour (Brough, et al., 2014). Though the evidence reject the hypothesis 2 of this study, but accepting its null hypothesis also has a very mild influence of the work-family conflict on building the paternalistic leadership style in the personality of an employee/supervisor of national Highway & Motorway Police (NHMP), Pakistan.

### Model 3 - Mediation Model

The mediation model was processed using Andrew F. Hayes process macro plugin via SPSS. The detailed result of the mediation model is given in the appendices. Here in below tables, only important values of the direct and indirect influence respectively have displayed and discussed.

**Table 14**  
**Model 3 - Mediation Model - Direct Influence**

Model	R	R Square	MSE	F	df1	df2	P
3	.1372	.0188	28.9698	3.6457	1.0000	190.0000	.0577

<b>Direct Influence - Coefficient Table</b>							
Model	Coefficient	Se	T	P	LLCI	ULCI	
3	Constant	30.2917	2.0707	14.5656	.0000	26.1895	34.3939
	WFC	.1237	.0648	1.9094	.0577	-.0041	.2516

Dependent Variable: Creative Performance

According to the results, the direct impact of work-family conflict on creative performance is 12.37%, along with it also shows that T-test = 1.9094, and alpha is 0.0577. Whereas the value of R square is 0.0188 which is only 1.88%. Thus it is showing just a very less relationship of work-family conflict on creative performance with non-supporting values of both T-test and alpha. So, it is therefore, need to be confirmed via indirect impact of after intermediating paternalistic leadership is given as follows that will confirm the existing or non-existing of the mediation in the model.

**Table 5**  
**Model 3 - Indirect Influence - Mediation Model**

Model	R	R Square	MSE	F	df1	df2	P
3	.5104	.2605	23.9902	33.2837	2.0000	189.0000	.0000

<b>Indirect Influence - Coefficient Table</b>							
Model		Coefficient	Se	T	P	LLCI	ULCI
3	Constant	6.9278	2.7533	2.5162	.0127	1.4966	12.3591
	WFC	.0952	.0595	-.3729	.7096	-.1396	.0952
	PL	.5364	.0660	8.1244	.0000	.4061	.6666

Dependent Variable: Creative Performance

Model : 3

Y : CP

X : WFC

M : PL

Sample Size: 192

It can be seen in Table that indirect impact has significantly increased. The value of R square is increased from 0.0188 to .2605 which shows model has strengthened and by adding paternalistic leadership as mediating variable has moved the model fitness at a very apprehend position. Furthermore, the coefficient beta has also increased and it is 53.64% with T-test 8.1244, and alpha is 0.000. Thus, the results supports to accept the 4<sup>th</sup> hypothesis which claims that Paternalistic leadership mediates the relationship between work-family conflict and creative performance of employees at National Highway & Motorway Police (NHMP), Pakistan.

## **Conclusion**

National Highway & Motorway Police (NHMP), Pakistan has comparatively a stressful working environment (Abbasi, et al., 2008). Both work family conflict and paternalistic leadership have some great influence on the employees creativity (Bouzari & Karatepe, 2019; Cain, et al., 2018). In the pace of the competition, the

technology has played a big role to simplify the things much more. Similarly, every other organization is now trying to cope-up with the current trends and think out of the box. Creativity and innovation always comes first in the mind whenever there is a discussion of thinking out of the box (Bagger & Cropanzano, 2017). Therefore, this study was designed to identify the relationship of work family conflict and creative performance. Meanwhile, this study will also explore the mediating role of paternalistic leadership as well. Because, paternalistic leadership is assumed to be a dynamic approach in when it comes to the hard jobs like police and forces. It also assumed as a balancing factor of the work family conflict when it comes to the thinking out of the box approach. Problem statement directly refers to the aim of study that what a researcher wanted to do and what the study results will be going to value add in the existing literature.

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