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Benevolent paternalistic leadership behavior and follower's radical creativity: The mediating role of follower's voice behavior and moderating role of follower's power distance orientation

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ABSTRACT

The present study investigates the follower's voice behavior (FVB) as a mediator and follower power distance orientation (FPDO) as a moderator in relationship with Benevolent Paternalistic Leadership Behavior (BPLB) and followers' radical creativity (FRC) with an Asian context based on the social exchange and social learning theory. The study is quantitative and deductive, which surveyed 272 manufacturing industry leaders-followers used to collect the data. Findings show that BPLB with higher follower's voice behavior directly or indirectly enhances the FRC. When the leader-follower collaborative exchange or interactions are high/low, followers' responsibility and accountability are also high/low, which determines follower's radical creativity. In contrast, the leader-follower relationship is obfuscated and blinded when the leader's subordinates' cooperative voice engagement or involvement is low congruently. Manufacturing industries should engage in leadership training that can promote creativity and innovation. Although considering the limitation and the study provides the theoretical, managerial, and practical implication for the managers, policymakers, governmental authority, and society.

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Introduction

The anticipatory and change-oriented behavior of workers plays a significant role in assessing sustainable cutthroat advantage for modern companies (Crant, 2000). The success of the organization largely depends on the creative workforce. Of late, businesses and corporations are keenly conscious about creativity through “the production of novel and useful ideas by individuals or teams working together” (T M Amabile, 2012). A follower's creativity introduces novelty and newness and is essential for its strategic edge, organizational success, and growth. Moreover, Creativity requires that people utilize a wide range of talents, expertise, ability, and experiences to develop innovative strategies for problem-solving, decision-making, and delegated tasks effectively. Accordingly, creativity is categorized as incremental creativity and radical creativity, depending on the news about these ideas, concepts, and notions. Prior experiments have shown that radical creativity is more reliant on extrinsic inspiration. Employee's desire to accept risk, strategic leadership, corporate identification, cognitive resources, and ability to take chances all have more significant positive effects on incremental creativity. If followers and subordinates are creative, supportive, and cooperative, their leadership is essential (Carmeli, Reiter-Palmon, & Ziv, 2010; Shalley, Zhou, & Oldham, 2004). Leaders substantially impact workplace contexts (Cai, Lysova, Khapova, & Bossink, 2019). The creativity of employees, the development of innovative and usable concepts, is essential to corporate innovation, that is enormously accepted as the secret to organizational performance (Teresa M Amabile, 1983; Oldham & Cummings, 1996). Benevolent leadership is the most prevalent and remarkable form of leadership in Asian settings for China and Taiwan (S. C. H. Chan & Mak, 2012; X.-P. Chen, Eberly, Chiang, Farh, & Cheng, 2014; Ghosh, 2015). This leadership

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indicates a balanced view of personal and familial well-being for the subordinate's actions and challenges (J.-L. Farh & Cheng, 2000). In addition, the benevolent leader handles his/her employees with compassion, consideration, cooperation, cooption, respect, and favors the same time (L. J. L. Farh, Cheng, & Chou, 2000). In response, subordinates take the oath of allegiance, homage, loyalty and obedience to their leader (Jackson & Bak, 1998). As current research indicates, leadership represents an interpersonal skill and ability utilized to motivate adherents of organizations that work for the common good (Barrow, 1977). In addition, righteous behavior on the part of leaders has a profound influence not only on developing compassionate working environments that provide compassion and sympathy, but also on significant variables relevant to organizational efficiency (Karakas & Sarigollu, 2012). Successful leaders offer guidance for staff to take on the duties, think beyond the box to address company challenges, and decide to maximize the benefit of their workers and companies (Bennett, 2009). From the previous studies, the leadership orientation are two types one is leader focused orientation and other is relation orientation. By exhibiting benevolence to followers, compassionate leaders strive to create a cooperative working atmosphere that could be described as relaxed, welcoming, friendly and trustworthy, which in turn generates concrete gains for the common good and goals (Karakas & Sarigollu, 2012; An-Chih Wang & Cheng, 2010). A compassionate leader is characterized by sincere, heartfelt acts that help others. In exchange for the gratitude of leaders, the followers exhibit optimistic attitudes and desire-powerful actions that offer their work units or organizations rewards because of their felt responsibilities and mutuality. In view of its substantial role in fostering the responsibility, resilience and efficiency of adherents, an increasing stream of study has begun to investigate the influence of benevolent leadership.

Previous studies and findings showed benevolent leadership has a significant positive effect on job satisfaction (B. S. Cheng, Huang, & Chou, 2002) among adherents, including organizational assurance and undertaking (B.-S. Cheng, Shieh, & Chou, 2002), organizational citizenship behavior (Karakas & Sarigollu, 2012), and organizational performances (S. C. Chan & Mak, 2009; Karakas & Sarigollu, 2012). Notwithstanding this thriving research, the effect of benevolent leadership on the radical creativity of adherents is comparatively less explored and studied. Follower's creativity is essential to companies' creation and profit-making in organizational contexts that are not focused still. Employee creativity, for example, has been generally regarded as a critical cornerstone for companies to gain a competitive edge (Shalley, 1991). It is essential to consider whether, how, and when benevolent leadership was associated with creative consequences such as creativity and innovation. In addition, previous studies demonstrating that benevolent leadership is favorably and passively associated with followers' creativity (Hakimian, Farid, Ismail, & Ismail, 2014; A.-C. Wang, Chiang, Tsai, Lin, & Cheng, 2013; An-Chih Wang & Cheng, 2010). However, there is a dearth of exploration and investigation between benevolent leadership and followers' radical creativity. The present study focuses on the new mediator between followers' voice behavior and moderator of follower power distance orientations. There is a considerable emphasis on improving workers' radical creativity through interaction, communication, and cooperation with benevolent leaders in the modern age. Thus, the new and unstudied issues are addressed in this study and try to resolve the issues.

Employees' voice behavior is the voluntary and discretionary provision of appropriate knowledge within an entity that can improve management and decision-making. Employees' voice behaviors were regarded as a core driver of high standard decisions and market performance (Elizabeth Wolef Morrison & Milliken, 2000). The employees' and leader's high-power distance makes the followers reluctant to express their feelings, suggestions, and comments on the organizational problems and remain silent in sharing their voice to the existing organization. In the high-distance power organization, the subordinates remain unvoiced. A Chinese proverb "Too much talk leads to error, careless talk makes trouble" and "Speech is silver, and silence is gold." The benevolent leadership links the employees to the creative process through the collaboratives and sharing process between the leaders and subordinates to overcome these circumstances. The leader gives the freedom and liberty to express thoughts and suggestions to solve problems and issues.

Voice study is primarily based on empowering workers to voice their opinions and how to strengthen their voices. Understand the rationale that allows staff to talk honestly about corporate issues (Liu, Zhu, & Yang, 2010). Researchers have noticed that there are a variety of variables that may positively or negatively impact individual voice behaviors, including employee happiness, corporate identity, and voice environment (LePine & Van Dyne, 1998; Tangirala & Ramanujam, 2008). Leaders are a significant background element and play a significant role in inspiring workers to share their feelings and emotions (Detert & Burris, 2007). For example, during the production process and product development, the industry workers face difficulties, risks, conflicts, and dilemmas. The benevolent leader encourages the followers to voice their ideas, opinions, and suggestions for maintaining, developing, and advancing the products, services, and processes. The word authoritarian benevolent leadership, as used here, refers to a specific form of leadership established in Asian cultures that represents the cultural features of family relations, paternalistic influence, and obedience to authority (J.-L. Farh & Cheng, 2000). The benevolent leader helps subordinates and followers show their creative and innovative ideas and concepts to foster radical creativity. The social exchange and social learning theory help to develop the interrelationships in between benevolent leaders and the followers. The followers prioritize the upholding of the organization's image throughout the sharing and caring of innovative works from the voice-over of the employees. This research utilizes social learning theory to clarify the underlying reasoning for this forecast, stating that benevolent leaders encourage voice activity that encompasses both generous and other work-related topics by forming an interactive discussion. Thus, this research will be extending the theory and applications and shed light on the relationships of benevolent leadership to foster the follower's radical creativity through the interrelationship of benevolent leaders and followers.

Further, this research explores, as well as the above relationships, the power distance orientation as a border state for follower's voice actions, the association of creativity and innovation. Existing studies imply that leader-follower relationships and differences in power

orientation can affect a person's creative power fostering. In prior, it has been shown that leader-member exchange, creative role identity, leader creativity expectation, leader-followers creativity expectation, and creative process engagement can influence the creativity of employees (Lin, Ma, Zhang, Li, & Jiang, 2018; An-chih Wang & Cheng, 2009) (Qu, Janssen, & Shi, 2017; Xu & Wang, 2019). But the scholars and researchers rarely emphasized on the interactive effects of benevolent leadership and voice behavior considering the power distance differentiation. There is seldom looked up the benevolent leadership and radical creativity. How the benevolent leaders influence the followers to culture, nurture, and foster the followers' radical creativity. This substantial research gap can be fulfilled by this study. Thus, the correlation between voice behavior and creativity and the indirect influence of supportive leadership on voice behavior and creativity may be greater among workers working within the power distance orientation culture. Although the studies show the direct and indirect impact of benevolent leadership on the follower's radical creativity, the following research questions are still not answered (1) To what extent Benevolent Paternalistic Leadership Behavior influences the voice behaviors to foster follower's radical creativity through weakening structural power distance orientation? (2) will employee voice behavior mediate the relationship between benevolent leadership and follower's radical creativity? (3) will employee power distance orientation moderate the relationship between benevolent leadership, employee voice behavior, and followers' radical creativity?

To answer these research questions, the present study examines and investigates the nature of the relationship among the benevolent leadership, employee voice behavior, follower's power distance, and follower's radical creativity. The study's primary purposes and objectives are: To investigate the direct impacts of benevolent leadership on the follower's voice behavior and the follower's radical creativity under the high or low circumstances of power distance orientations. The empirical study conducts in the context of Bangladeshi manufacturing industries; to examine the mediating role of followers voice behavior in the relationship between the benevolent leadership and followers radical creativity; to explore the moderating effect of power distance (cultural distance differences) orientation in the relationship of benevolent leadership and followers voice behavior among the manufacturing firms is located in Bangladesh. In the previous research, cultural values of power distance were focused (Cole & Carter, 2013; Kirkman & Lowe, 2009; Schaubroeck, Lam, & Cha, 2007). Say that power distance is more potentially applicable to leadership mechanisms relative to other societal ideals (e.g., individualism-collectivism, uncertainty-avoidance, etc.). Power-distance orientation represents the basic principles and ideals of power in people, relevant to how followers view and communicate with their managers and leaders (Kirkman & Lowe, 2009; Schaubroeck et al., 2007). To fulfill the purposes and objectives, the study integrates the two theories of social exchange and social learning. The study focused on these theories to accomplish the objectives, contributions, and implications.

Despite fulfilling the objectives and purposes, our research contributes substantially to the literature to fill the research gap, theory application, and practical implication. First, we proposed the conceptual framework connecting the BL having direct and indirect radical creativity through employee voice behavior and employee power distance orientations. Second, though previous research showed the positive association between benevolent leadership and employee creativity, it rarely investigated and demonstrated the association between benevolent leadership and followers' radical creativity. Our current research provides first how the BL and followers radical creativity passively associated by examining the mediating and moderating role of voice behavior and power distance orientation. Third, by extending the social exchange and social learning theory used to connect BL and FRC's mediating role through the employee voice behavior to enhance and lead followers to radical creativity. Fourth, the study provides the practical and managerial implications for industry first-line, mid-level, and top-level managers. Our analysis also used the cross-level design and four phases of data collection to enhance and develop the study's robustness and meaningfulness.

The present article is structured with the development introduction, Secondly Literature Review and hypothesis and application of theory. Thirdly, description of research methodology, measurement development. Fourthly, used analysis techniques, Data analysis, Measurement, and structural development, Importance-Performance Map Analysis (IPMA), Discussion and implications (theoretical and practical), and limitations and future research of the study.

Literature Review

Theoretical Background and Hypothesis Development

Benevolent Paternalistic Leadership Behavior and Followers Radical Creativity

Leadership is an essential management method since it will enhance productive ties with staff, improve the corporate atmosphere and maximize quality efficiency if used correctly (Kozak & Uca, 2008). A leader inspires workers to assume control of responsibilities, encourage and motivate employees' voices, and think beyond the box to overcome company challenges. Such leadership types are distinguished by the intensity in the supervisor-subordinate relationships and collaboration. Leaders assist their subordinates in work and non-work domains (J. L. Farh, Liang, Chou, & Cheng, 2008), permitting them to correct errors, educate and direct them, support them to escape degradation, advise them on their job development, supporting them through their problems and provide complete focus outside the structured or hierarchical relationships (J. L. Farh et al., 2008; An-Chih Wang & Cheng, 2010). In the context of work, benevolent leaders are cautious about followers' professional growth, strive to comprehend the causes behind bad followers' success, offer guidance and training and give them a chance to fix errors at work. Such parental interest suggests that supportive leaders tend to establish long-term social exchange partnerships with their followers over short-term economic relationships (Wu, Huang, Li, & Liu, 2012). They handle their subordinates fairly, uphold their commitments, and uphold good ethical

conduct while refusing to take advantage of their subordinates (C. C. Chen & Farh, 2010). Therefore, in building positive exchange partnerships, subordinates show their superiors with greater reverence, trustworthiness, integrity, and graciousness. They can give their ideas and suggestions to improve quality by voice behavior (Carnevale, Huang, Crede, Harms, & Uhl-Bien, 2017). The social exchange and learning theory support the leader-subordinates exchange relationship and which ultimately enhance the follower's radical creative thinking and radical creativity. It also advises that individuals prefer to share more if they are favored by others through the interrelationship in between the subordinates and superiors. Thus, this relationship certainly and definitely increases the followers mind of voice behavior and increase the radical creativity through the high-low power distance orientation. Although the prior study has accrued extensive results on benevolent leadership's efficacy, simple forecasts of the interactions between benevolent leadership and creativity, innovative thinking cannot be produced on the same theoretical basis. Radical Creativity, the generation of new, fresh, creative, innovative, and usable concepts, is essential to institutional creativity, which is increasingly accepted as the secret to organizational performance (Teresa M Amabile, 1988; Oldham & Cummings, 1996). In earlier, Subordinates' feelings of obligations and commitment to their responsibilities, such as fidelity, compliance, submission, are aroused by benign leadership (J.-L. Farh & Cheng, 2000). Such a commitment and determination can stifle creativity by suppressing outside-of-the-box thought (Oldham & Cummings, 1996). Furthermore, creativity research shows that managerial-leadership encouragement has a beneficial impact on creative performance (Oldham & Cummings, 1996; Tierney & Farmer, 2002; Tierney, Farmer, & Graen, 1999). Magnanimous leadership can foster a healthy cognitive atmosphere, which, in essence, motivates creativity. Leaders show generosity to satisfy a cultural duty as subordinates demonstrate devotion and allegiance to their benevolent boss to fulfill their task obligations. Benevolent leaders demonstrate compassion for subordinates' feelings and desires, offer constructive and insightful input, and help subordinates acquire the required skills.

Successful leadership isn't exclusive to the workplace. A benevolent leader often takes control of subordinates outside professional ties. In exchange for leaders' strong leadership, these leaders did not ask subordinates to assist them. However, with the value of compassionate leadership and innovation in contemporary organizations, it is crucial to consider how leadership style influences creativity. Subordinates prefer to obey their supervisor's orders without questioning the fundamental status quo and implementing new problem-solution techniques. As a consequence, subordinates appear to generate creative ideas on the job. In comparison, subordinates who experience a high degree of benevolent leadership often gain further work-related support and appreciation. Benevolent leaders regard followers as relatives, support followers in catastrophic events, prevent public humiliation of devotees, and care for adherents' family relatives. It indicates a degree of concern and encouragement of a leader for the creativeness of his/her followers and subordinates. Some findings show a dynamic link between benevolent leadership and creativity. Creativity theorists have long proposed that individual, work, and supervising factors combine to affect creativity (Oldham & Cummings, 1996; Woodman, Sawyer, & Griffin, 1993). From the above discussion, it can be concluded and proposed the following hypothesis.

Hypothesis-1: Benevolent Paternalistic Leadership Behavior Positively and Passively Influences the Followers Radical Creativity.

Benevolent Paternalistic Leadership Behavior and Followers Voice Behavior

Benevolent leadership (BL) applies to leaders expressing their individualized, integral consideration for their subordinates' personal and family well-being (Bor-Shiuan Cheng, Chou, Wu, Huang, & Farh, 2004). BL is a type of leadership that prioritizes followers and their families' well-being and maintains prestige and avoids demoralizing behavior (Pellegrini & Scandura, 2008b). This leadership is responsible for encouraging productivity, increasing motivation, encouraging participation, and facilitating work groups' modification (Delmestri & Walgenbach, 2005). Employees' voice behavior contributes to discussing unique concepts in the business, and workers' proposed ideas may increase work efficiency (Elizabeth W Morrison, 2011). It is widely known as a positive and most welcoming leadership action. When followers experience challenges, a benevolent leader devotes energies to caring for them, expressing compassion, and supporting them (L. J. L. Farh et al., 2000). The earlier studies show the positive linkages between the benevolent paternalistic leadership and the voice of employees. However, the current literature has ignored this sequential interaction between paternalistic leadership styles and how followers' power gap and voice preference influence radical creativity.

Previous research demonstrated that employee readiness to propose creative strategies for hurdles would enhance managerial decisions (Elizabeth Wolef Morrison & Milliken, 2000), improve organizational resilience (LePine & Van Dyne, 1998), and ensures optimum growth opportunities (Dutton & Ashford, 1993). A prolific leader will demonstrate concern for followers, learn from errors, and educate them on producing productive outcomes (An-Chih Wang & Cheng, 2010). A compassionate leader envisions a unique dyadic collaboration with numerous adherents in a working group analogous to the notion of LMX. It eliminates economic and social expenses and improves the efficiency and creativity of goods and services (Grant & Rothbard, 2013). Voice is a voluntary and self-initiated activity that requires verbal contact among workers to question the status quo, work-related feedback, proposals, and concerns (Linn Van Dyne, Ang, & Botero, 2003; Elizabeth W Morrison, 2011) learning from their errors and shortcomings, strengthening working conditions (Wijaya, 2019). Furthermore, an employee's ability to lift their voice for the organization's wellbeing can be affected by the leader's benevolent leadership style and quality-leader collaboration and cooperation. When unhappy, workers lift their voices to criticize current job practices, policies, and issues in the enterprise (Detert & Burris, 2007) and attempt to exhibit creative actions in a dynamic organization (Mowday, Porter, & Steers, 2013). He/she is interested in following people's personal lives and takes care of families. BL is like the individualized component of transformational leadership as benevolence brings individualized focus and motivation to people who work (J. L. Farh et al., 2008). Employee speech is somehow

dangerous when it demonstrates a switch in current organizational policies and practices. Thus, having strong ties or good interaction with the supervisor can reduce the employees' risk of voice behavior. Therefore, the benevolent patriarchal leadership patterns which promote a high level of trust and confidence between exchanges and voice behaviors may foster and boost a higher level of radical creativity.

Hypothesis-2: Benevolent Paternalistic Leadership Behavior Positively and Passively Influences the Followers Voice Behavior.

Mediating Role of Followers Voice Behavior

Employee voice is an essential driver of creativity and change for executives and businesses. Voice behavior of followers in between subordinates and managers enhances the creativity and creative thinking in high-low power distance orientation. Voice actions of workers are a kind of conduct that gives positive viewpoints to modify the status quo. The present study proposes the follower's voice behavior as a mediating role between the authoritarian, benevolent leadership and follower's radical creativity by sharing the balance power distance of followers. The goal is to enhance the organization's efficiency and consciously pursue improvement. Follower's voice works in two ways like suppression suggestion and promotes suggestion. The paper addresses voice actions, which relates to the rational provision of knowledge aimed to enhance organizational functionality to anyone inside an institution with the assumed authority to act, even if such information can threaten and disturb the status quo of the organization and its power holders (Detert & Burris, 2007). Employees' voice conduct has been seen as a form of exceptional action as an essential driver for good quality decision-making and organizational performance (Elizabeth Wolef Morrison & Milliken, 2000). However, workers sometimes tend to stay quiet regarding workplace issues and are generally hesitant to voice their opinions to others (L Van Dyne, Cummings, & Parks, 1995). But in considering the situation, the remarkable and notable issues to encourage the follower's voice engagement.

In the prior studies, there is a clear demonstration of the voice behavior and considered employees as rational people. Employees participated deliberately in the decision-making process through self-conception and development. BL has a tremendous effect on employees' voice actions both in triggering and in facilitating voice behavior. Moreover, BL treats the followers motherly for developing and maintaining morality and fostering creative thinking among them. According to the implicit voice theory, top-level managers' perception of safety and perception of the followers' acceptance encourages attitudes and forms behaviors. Individuals are likely to stay quiet until they obtain an indication from the organization's, their administrators and leaders, or any peers that their conduct is permissible and healthy. Benevolent leadership fosters workers' dignity by encouraging them to fix errors, avoid organizational embarrassments, and support professional growth. There's a strong bond between the leaders and their subordinates as benevolent leaders exercise this leadership form. Moreover, the leaders who encourage workers' job growth suggest that they are likely to comply with and adopt staff recommendations (A. S.-Y. Chen & Hou, 2016). Employees will reciprocate with thanks and other positive actions such as speech engagement while perceiving supportive leadership. Moreover, workers will feel safe to express their creative thoughts because of leaders' approval to fix errors and leaders' desire to avoid organizational humiliations. As a consequence, benevolent leadership provides staff with acceptance and protection that encourages voice behavior. The mediation of voice behavior will foster follower's radical creativity through nurturing benevolent leadership. From the previous discussion and evidence and suggestions, the following hypothesis is proposed.

Hypothesis-3: Followers Voice Behavior mediates the relationship Positively and Passively in between the Perception of Benevolent Paternalistic Leadership Behavior and Followers Radical Creativity.

Followers Voice Behavior and Followers Radical Creativity

Employees are the primary driver of radical creativity and effect on overall innovation and competitiveness, Productivity (Huang, Van de Vliert, & Van der Vegt, 2005). Voice Behavior is recognized as an extra role behavior and proven to be influenced by leaders. It involves a strong commitment, favorable attitudes toward the organization, and a dedication to its development. Further, voice is a sort of action that encourages workers to lift their voice and promote organizational justice. Individuals can improve their productivity, effectiveness, and creativity by using positive voice behavior. The worker's creativity is correlated with the concept of encouraging, producing, and introducing creative and groundbreaking practices, methods, goods, and services for the enterprise (Zhou, 2003). Employees who act to design alternatives to challenges and who seek to modify the world are most likely to be productive and creative. When people are motivated to express opinions, they become more involved with their jobs, inventive and creative. Thus, we assume which the first leap to creativity begins with voice by helping organizations produce work-related ideas. Suppose workers think their thoughts, opinions, feedback are taken into consideration by their supervisors. In that case, they are more inclined to believe that their opinion is heard and can contribute to the organization and development. Previously, it has been demonstrated that as benevolent leaders give control to their adherents by involvement in decision-making, they prefer to listen to certain opinions, which will potentially enable them to make effective choices at the workplace (Walumbwa & Schaubroeck, 2009). Because of this perception and conviction, individuals can move deeper by inventing creative and realistic solutions to enhance efficiency and pursue technical, procedural, and product enhancements. People don't simply become creative immediately. First, they try to express their thoughts and viewpoints on work-related issues. They believe they are effective; they are more inclined to go beyond expressing their opinions on work-related topics and create revolutionary ideas.

The previous study has also shown a close correlation between voice tonality (voice) and creativity (T. W. H. Ng & Feldman, 2012). To enhance employee's and subordinates' creativity level, the collaborative voice of leaders and followers is essential. The employees positively express their willingness, emotions, and sentiment concerning new ideas for establishing a creative and innovative environment. In addition, benevolent leaders demonstrate promising economic and social collaborative partnerships with their organization's adherents (Den Hartog & De Hoogh, 2009). The prior research showed that psychological safety might be strongly correlated with workers' ability to boost their voices. According to social learning theory, individuals have developed learning incentives to produce, encourage, preserve, and secure valuable resources because these properties are deemed worthwhile human attributes, situational demands, and skills. Furthermore, workers' voices reflect cooperative actions, a sub-dimension of corporate citizenship (OCB). The personnel should enthusiastically escalate their voice to obtain valuable feedback and a superior appraisal from their boss and colleagues at the place of work. Voice behavior stimulates creativity in the workplace by promoting new expression and creative methods of communicating ideas, knowledge, and experience. Employees who demonstrate outstanding voice activity are generally deemed more creative and innovative by their managers, and their creative recommendations favor the company. Previous researchers have revealed that not all successful voice activity always produces positive effects; sometimes, it doesn't work well to produce prolific outcomes. In former, research studies employees usually withhold essential or critical information and knowledge because they believe that it will create friction with their colleagues and adversely affect their performance assessments from their superiors (Detert & Edmondson, 2011; Elizabeth Wolfe Morrison & Milliken, 2003). Thus, it is a promising mechanism that can advance workers' creativity and productivity at work.

Furthermore, the voice leads people to become more familiar with job processes and enhances their ability to maintain their awareness relevant to a mission. Therefore they can think more creatively (De Vet & De Dreu, 2007). Therefore, voice behavior enhances the creative power and feeling of followers to improve radical creativity.

Hypothesis-4: Followers Voice Behavior Positively and Passively Influences the Followers Radical Creativity fostering.

Moderating Role of Followers Power Distance Orientation

The degree of power distance is measured by how people believe one rank of a hierarchy is equivalent to another proposed by Hofstede's four dimensions (Hofstede, 1980). While power distance has been conceptualized at the cultural level, research has shown differences between cultures in how people perceive the scale (Kirkman & Shapiro, 2001). In the current study, we argue that follower power-distance orientation will moderate the relationship between follower voice behavior and followers' radical creativity through the indirect effect of benevolent leadership on followers' radical creativity via FVB. Our focus is to highlight the influence of paternalistic benevolent leadership on follower's voice behavior fostering radical creativity, power distance orientation is critical to take into consideration since it indicates individuals' views regarding status, authority, and power in organizations. The study considers the followers power distance orientation as individuals of Bangladeshi textile industries in the south Asian Context. Moreover, this study suggests that power-distance orientation will significantly contribute to a more robust strategic alliance between Followers Voice Behavior and follower's radical creativity. As voice is a self-initiated, voluntary, and spontaneous extra-role activity aimed at strengthening the workplace atmosphere through communicating thoughts, suggestions, or information concerning work-related topics. Employees of strong power-distance orientation feel that they are inferior to their superiors and view the disparity in power held by leaders. As subordinates are accorded fair treatment, they want to follow their superiors' leadership to have tremendous respect for authorities and obedience. Expressly, workers with high power distances understand gaps in rank between superiors and subordinates and generally maintain a certain distance from their leaders and obey their leaders' orders (Guo, 2020). Therefore, as superiors are more benevolent, subordinates with a higher power-distance orientation would be more willing to comply with directives. They will discourage confrontation with their leaders while agreeing that these leaders value their loyalty and confidence and promote the legitimacy of these leaders' power, rather than challenging or doubting them. Conversely, workers with low power-distance orientation would feel less respect and admiration for their superiors due to their belief that they are equal. On the other hand, having a lower power-distance orientation, employees are less likely to support bosses than their counterparts with higher power-distance exposure. These leaders will risk their own employees' privacy rather than receiving favors since the workers and bosses are in a conflictual relationship (Pellegrini & Scandura, 2008a). The relationship between a leader and their supporters often has significant consequences on the followers. According to the researchers and practitioners, it was proposed that compassionate leadership correlates to power distance cultures. Benevolent leaders assume that their displays of benevolence have a positive reciprocal effect on subordinates, encouraging followers' reciprocal behaviors to satisfy their duties against leaders (J.-L. Farh & Cheng, 2000). The leaders inspire the followers to voice up increasing creativity and innovation by improving collaborative decision-making, improving organizational learning, and detecting wrongdoings. The balance of power distribution among subordinates and supervisors' questions about when to speak out and whether workers can speak up may be necessary to business executives to promote a healthy atmosphere for creative thought. Thus, the follower's power distance orientation moderates follower voice behavior's influence on the followers' radical creativity.

Hypothesis-5: Follower's Power Distance Orientation moderates the relationship between Followers Voice Behavior and Followers Radical Creativity. Specifically, this association is weaker for workers with higher power distances than those with lower power distances.

Combining hypotheses 1, 2, 3, 4, and 5, we proposed a moderated mediation model, shown in fig. 1, to test the relationship between followers' perceptions of paternalistic benevolent leadership and follower's radical creativity; the conceptual model incorporates followers voice behavior as a mediator and Followers Power Distance Orientation as a moderator.

Figure 1: Hypothesized and conceptual framework model. All hypothesized variables relationships are positively shown. *H* hypothesis, *H1/H3* represents direct and indirect effect. *H2* represents mediational effect, *H4* represents the moderation effect.

Research Methodology

Respondents, Methods, and Procedures

To test the proposed hypothesis, we have collected the data from the manufacturing industries in Bangladesh through the questionnaire and survey methods approved by the manufacturing industry approval board and expert. Data was collected from the Ready-made-garments (RMG), pharmaceuticals, telecommunication, and agri-food processing industries. The respondent was the managers and leaders of ready-made garments, pharmaceuticals, telecommunication, and food processing industries relating the R&D, Marketing, Production, Supply Chain and Operations department. The study is quantitative and used the cross-sectional design to avoid the CMB. The participants in the survey primarily the mid-level and top-level management officers, managers, and leaders. The bulk of participants are the manager, director, and policymaker of a creative and innovative research and development department. The subordinates have rated the role of a benevolent leader, power distance status, and employee voice behavior. Radical creativity was rated by the top-level manager or head of the particular department and perceived subordinates' role in enhancing radical organizational creativity. We have administered 463 questionnaires, but 329 questionnaires were returned. There were almost 55 incomplete questionnaires and which were eliminated from the questionnaire survey list. 71.05% of questionnaires returned, and 16.72% were eliminated because of incomplete, not matching, and low standard answering. At first, our questionnaire was published in English and then translated into Bangla. It was confirmed with a traditional back-translation method for accuracy. A panel of language experts and management science scholars has translated all survey instruments and translated them into their Native Language (Bangla). We also requested input and comment from the chamber of commerce management, authority, and policymaker to evaluate the face's authenticity and determine the informants' understanding regarding the survey items. The questionnaire was sent on paper to numerous manufacturing industries with a cover letter stating the research aims, goals, and objectives. The questionnaire is supposed to be well known by respondents since they are all studied at the graduate and post-graduate levels. Data have been obtained between august 2020 to March 2021. The primary rationale for choosing the manufacturing industries in Bangladesh is the significance of creativity and innovation, its competitiveness and long-term competitive advantage and market survival, and its overall contribution to economic growth and economic development.

Analytical Approach

Structural equation modeling (SEM) is a versatile and efficient multivariate analytical technique that uses empirical data to classify fundamental structures, forms, associations, and relationships. Since SEM is so tightly linked to multiple regression (Sarstedt, Ringle, & Hair, 2017), it's apparent that it's a valuable quantification method, conceptualization, operationalization, and implementation. Even if the sample size is comparatively limited, this instrument often helps validate the suggested conceptual framework (i.e., 100 observations). The SEM has been operationalized using the SmartPLS-3 module application. Measurement and structural models, as well as a few descriptive figures, were estimated. T-Statistics and P-values were used to make the ultimate favorable decision and recommendation, which had a 95% acceptable degree of significance.

Measurements

All items were measured within the Likert-type scale of 1= highly dissatisfied and 7= highly satisfied to exclude the respondents' potential midpoint bias (Chiu & Yang, 1987).

Benevolent Leadership

Authoritarian Benevolent leadership has been measured by the five sub-items scales defined by (Borshiunan Cheng, Chou, Huang, Farh, & Peng, 2003). 1 = strongly dissatisfied, 6 = strongly satisfied used to access the reliability and validity. The BL shows benevolence to their subordinates regarding work and personal well-being. The subordinates consider the authoritarian BL fatherhood. Statements about their bosses' paternalistic leadership styles elicited a response from subordinates. The sample items are "My supervisor expresses concern about my daily life (benevolence)." The Cronbach's alpha was .90.

Voice Behavior

The employee voice was assessed with a six-item checkerboard (LePine & Van Dyne, 1998). 1 = strongly dissatisfied, 7 = strongly satisfied; Cronbach's alpha was .89. A sample item is "I speak up and encourage others in this group to get involved in issues that affect us."

Power Distance

Power distance orientation was calculated using the 6-point scale established by (Dorfman & Howell, 1988). Five points Likert Scale was used to assess the reliability and validity. Sample items included "A supervisor's use of authority and power is often necessary to assure that work is done efficiently." Cronbach's alpha for this scale was .84

Followers Radical Creativity

A six-point scale based on surveys was used to assess radical creativity among followers developed by (Madjar, Greenberg, & Chen, 2011) and (Baer, 2012). The five-point Likert scale ranging from "1=strongly disagree" to "5=strongly agree"; each item describes the subordinates' work performance. For example, "radical creativity encourages the subordinate to think out of the box in ideation, products, services, and production processes." Cronbach's alpha was 0.87. In the meantime, we managed and controlled gender, age, education, role, and organizational tenure of employees while testing hypotheses, given their possible effect on voice (Y. Li & Sun, 2015a) and creativity (Xu & Wang, 2019). In the light of previous research (Dedahanov, Lee, Rhee, & Yoon, 2016b), when controlling for age, occupation, positions, and tenure in the organization, which has a significant impact on creativity. We tested the hypothesis by quantifying the capacity of follower's voice and creativity in the subordinates (Y. Li & Sun, 2015b) and (Gong, Huang, & Farh, 2009).

Results

Socio-demographic factors

The study represents the 272 samples consisting of 89.43% males and 10.66% females aged between 25 and 55 who participated in the questionnaire survey to fulfill the objectives and research goals. Table-1 narrates the education qualification involving the undergraduate, graduate, post-graduate (13.97%, 66.18%, 17.65%) to doctorate (2.94%) holders. The respondents' work experience, including the executive officer to managing directors, is 26.47% to 1.47%, timing from less than 5 years to more than 20 years. In addition, most of our respondents are mid to top-level managers, including executive officers to managing directors who will evaluate the employee's and worker's creativity. Further, most participants come from the readymade garments industry (30.15%) to the telecommunication industry (19.49%). To remove the common method variance, we selected the multi-industry, and based on random sampling was done, and data was collected. Furthermore, Table-1 represents, respondents department including R & D (24.63%), Production (21.32%), Operations (27.57%), Marketing (13.79%) and Supply Chain (12.50%) etc.

Table 1: Socio-demographics factors of the respondents

Category	Descriptions	Frequency(N)	Percentage%
Gender	Male	243	89.34%
	Female	29	10.66%
Age	25-35	148	54.41%
	36-45	77	28.31%
	46-55	47	17.30%
	Undergraduate	38	13.97%
Educations	Graduate	180	66.18%
	Post Graduate	48	17.65%
	Doctorate	8	2.94%
	0-5 years	123	45.23%
Work experience	5 -10	93	34.19%
	11-15	38	13.97%
	16-20	14	5.15%
	More than 20	4	1.47%
	EO	72	26.47%
Positions	SEO	65	23.90%
	SM	63	23.16%
	GM	39	14.34%
	MD	33	12.13%
	Ready-made-garments	82	30.15%
Manufacturing Industries	pharmaceuticals	75	27.57%
	telecommunication	53	19.49%
	agri-food industries	62	22.79%
	R & D	67	24.63%
	Production	58	21.32%
Department	Operations	75	27.57%
	Marketing	38	13.79%
	Supply Chain	34	12.50%

Normality Test

The univariate normality of each variable was verified using the skewness-Kurtosis procedure (Byrne, 2013). The findings have been observed in their respective promising ranges. As seen in Appendix A, the univariate-distribution normality was supported by skewness values between -2 and +2 and kurtosis between -7 and +7 (Abdollahi, Talib, Yaacob, & Ismail, 2015).

Control of Common Method Variance

In this study, the research hypothesis was tested using a survey-based data collection tool. When data is gathered from multiple sources, and there is a clear affiliation between variables, it is reasonable to assume a common method variance. To guarantee that the extracted data does not contain CMV, "Variance inflation factors (VIFs)" have been developed as a consequence of "Collinearity Statistics." If the VIF findings exceed 5, the model can be polluted by CMV (Wong, 2013). This analysis discovered that collinearity analysis's complete effects are equivalent to or less than 5 (Appendix A). It suggests that CMV was not a problem in this analysis.

Measurement Model

The goodness of fit indices of the conceptual research framework was evaluated using confirmatory factor analysis in the measurement modal. The factor loading, Cronbach's Alpha, composite reliability (CR), average variance extracted (AVE), and discriminant validity were all considered in this study using the Fornell-Larcker and Heterotrait-Monotrait Ratio (HTMT) criteria to evaluate and assess the validity of proposed models and hypothesis (Hair Jr, Howard, & Nitzl, 2020). Two methods were used to check the model's validity. The Standardized Root Mean Square Residual (SRMR) is the first parameter, and the Normed Fit Index (NFI) is the second recommended by (Henseler, Ringle, & Sarstedt, 2015). The SRMR value was 0.08 or 0.10 to verify the suggested modal fit and exclude model misspecification side by side (Hu & Bentler, 1998), and NFI could not be greater than 0.95. As a result, with SRMR=0.0972 and NFI=0.0913, our suggested modal suits well.

We measured Cronbach's alpha to assess the internal reliability and stability of the variables; the value of Cronbach's alpha must be greater than 0.50 (Hu & Bentler, 1998). Furthermore, the standard value for calculating composite reliability is 0.70, and the present study provides more significance than the standard value for calculating model reliability (Fornell & Larcker, 1981). Finally, Rho A and Average Variance Extracted (AVE) were determined. The Rho A cutting limit is 0.70, which must be greater than 0.70, and the Average Variance Extracted (AVE) cutting limit is 0.50, which must be greater than 0.50 (Fornell & Larcker, 1981). In the table-2, Provided that Composite Reliability, Cronbach's Alpha, rho_A, and Average Variance Extracted (AVE). Appendix-A provided Factor Loadings, which is satisfactory to our study. Moreover, to the extent of validating the discriminant validity, AVE must be greater than the variables' inner-correlation (Fornell & Larcker, 1981). In table-3, all the values of the discriminant validity tables are significant in the study. In conclusion, to validate the discriminant validity, we used the Heterotrait-Monotrait Ratio (HTMT) for every construct (Henseler et al., 2015). So Heterotrait-Monotrait Ratio (HTMT) inference more accurately provides discriminant validity.

Structural Model

We previously assessed the measurement modal, which yielded a significant result. We can now continue to verify and test the structural modal. Table-4 shows the total, indirect and direct effects of Benevolent Paternalistic Leadership Behavior, Followers Voice Behavior, and Followers Power Distance Orientation on followers' radical creativity. Path coefficient (β), T-statistics, and P-Values would be used to determine whether the suggested hypotheses are significant/accepted or insignificant/rejected. Table-4 provided that Benevolent Paternalistic Leadership Behavior Positively and Passively Influences the Followers Radical Creativity ($\beta = 0.547$; $T = 4.064$; $P = 0.000$). It is proved that H1 is significant. Similarly, Benevolent Paternalistic Leadership Behavior substantially influences the Followers Voice Behavior ($\beta = 0.9871$; $T = 248.2979$; $P = 0.000$) confirmed H2 supported significantly. Further, follower's radical creativity is greatly influenced by the transformational leadership and creative process engagement having ($\beta = 0.3708$; $T = 2.4226$; $P = 0.000$) enabling H3. Furthermore, it is observed Followers Voice Behavior has a significant impact on the follower's radical creativity ($\beta = 0.377$; $T = 4.0642$; $P = 0.000$) proved H4 is significantly supporting. Moreover, from the result, follower power distance orientation does not influence the followers' radical creativity ($\beta = -0.0041$; $T = 1.2846$; $P = 0.1990$), and the H5 is insignificant, which is rejected. However, it is necessary to note that even without the probable values, the specific route coefficients' magnitude and curvature cannot be translated and analyzed. Thus, all our hypotheses are accepted and significant without the H5.

Moreover, based on the comparison, the model reveals that a 97.4% disparity lies in followers' voice behaviors and 99.4% of radical creativity's heterogeneity in the followers, suggesting that a large portion of variability is accounted for fostering radical creativity. Finally, the Q square (Q^2) test was used to predict the proposed modal's predictive relevance. If (Q^2) is greater than zero, the model's prediction significance is exceptionally strong, suggesting that it is outstanding (Rehman Khan & Yu, 2020). Table-5 narrates the model fit and required value for the Q square (Q^2) = 0.684 and $Q^2 = 0.653$, indicating a good fit of the model. The study provides detail of all the table-4, table-5, and figure -2.

Table 2: Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability (CR)	Average Variance Extracted (AVE)
BPLB	0.879	0.881	0.912	0.674
FPDO	0.884	0.889	0.912	0.634
FRC	0.909	0.913	0.934	0.692
FVB	0.903	0.907	0.926	0.676

Table 3: Correlations and Discriminant Validity among the variables

Fornell-Larcker Criterion	Heterotrait-Monotrait Ratio (HTMT)							
	BPLB	FPDO	FRC	FVB	BPLB	FPDO	FRC	FVB
BPLB	0.821							
FPDO	0.936	0.796			0.788			
FRC	0.994	0.948	0.832		0.867	0.853		
FVB	0.987	0.944	0.993	0.822	0.694	0.877	0.733

Figure 2: Construct Items Loadings

Test for Mediating Variables

The research focused on the following suggestions and guidance of (X. Li, Yang, Wang, & Jia, 2020; Rahi, Mansour, Alghizzawi, & Alnaser, 2019) the mediation effect relationship. The indirect effect [calculated using a bias-corrected confidence interval (CI)] determines a lower and upper value for effect, or the influence, on the correlation coefficient (Rahi et al., 2019).

The full mediation effect is denoted when the bias-corrected confidence interval (CI) of bootstrap is higher and lower than zero. The significant amount is estimated at the 0.05 level. Table-4 demonstrated and narrated the outcome of the bootstrap showed the indirect effect Benevolent Paternalistic Leadership Behavior -> Followers Voice Behavior -> followers' radical creativity, ($\beta=0.547^* 0.371=0.210$, T-values of 2.4226, SE = 0.000562) was completely significant at $p < 0.001$. From the indirect effect of 0.210, bias-corrected boot CI (LL = 0.185, UL = 0.718) and it didn't include or indicated the zero.

These results suggested the significant indirect effect of mediation of "Followers Voice Behavior." "Thus, outcomes indicate "Followers Voice Behavior" mediated the relationship between "Benevolent Paternalistic Leadership Behavior" and "Followers radical creativity." Therefore, it is concluded that "Followers Voice Behavior" positively and directly influences the radical creativity and indirectly influences the FRC through the influence of Benevolent Paternalistic Leadership Behavior."

Table 4: Path analysis of Followers Radical Creativity

Effect	Path	β	T-statistics	P-Values	SE	Bias Corrected CI	
						2.5%	97.5%
Direct effect	BPLB _ -> FRC	0.547	4.0642	0.0000	0.000089	0.1942	0.7087
	BPLB _ -> FVB	0.987	248.2979	0.0000	0.000546	0.9784	0.9937
	FVB -> FRC	0.377	4.0642	0.0000	0.000494	0.2079	0.7742
	FPDO -> FRC	0.080	3.3236	0.0009	0.000015	0.0243	0.1210
Indirect Effect	BPLB _ -> FVB -> FRC	0.371	2.4226	0.000	0.000562	0.1846	0.7181
Total effect	BPLB _ -> FRC	0.546	3.9545	0.000	0.000507	0.1678	0.7033
	BPLB _ -> FVB	0.987	243.1070	0.000	0.000015	0.9780	0.9938
	FPDO -> FRC	0.078	3.2831	0.000	0.000087	0.0218	0.1161
	FVB -> FRC	0.376	2.4476	0.000	0.000564	0.2052	0.8041
	BPLB ->FPDO -> FRC	-0.0041	1.2846	0.1990	0.000018	-0.097	0.0019

Test for Moderating Variables

We followed the guidance(Hair, Anderson, Tatham, & Black, 2006; Hair Jr, Matthews, Matthews, & Sarstedt, 2017) to demonstrate the moderation effect relationships. When the upper and lower confidence intervals (CI) do not exceed zero due to the bootstrap results. Moderation would be deemed significant/acceptable or insignificant/unacceptable based on the findings of bootstrapping. It refuses to consider moderation until it has reached zero. To test the moderation effect, the study measured a significant level at 0.05. In table-4, the bootstrapping results are exhibited in which showed the indirect effect of moderation in between Followers Voice Behaviors -> Followers Power Distance Orientation ->Followers radical creativity, (β =-0.0041, T-values of 1.2846, SE = 0.000018) was completely insignificant at $p < 0.1990$. The indirect effect of 0-.000, bias-corrected boot CI (LL = -0.0097, UL = 0.0019) denotes the zero almost between. Thus, results suggested the insignificant indirect effect of moderation of “Followers Power Distance Orientation.” Thus, outcomes indicate “Followers Power Distance Orientation” does not moderate the relationship between “Followers Voice Behaviors” and “Followers radical creativity.”

Table 5: Predictive Relevance Analysis

Construct	R-Square	Q-Square
Followers Voice Behaviors	0.994	0.684
Followers Radical Creativity	0.974	0.653

Importance Performance Map Analysis (IPMA)

This research used the IPMA creativity method to analyze and test the follower's radical creativity as a targetable construct in PLS-SEM after the measurement and structural modal assessment and appraisal. The IPMA study's primary goal is to find and investigate the most crucial variable to obtain the most robust result for a lower average latent variable(Pisitsankhakarn & Vassanadumrongdee, 2020). The method of assessing and calculating the IPMA provided by(Pisitsankhakarn & Vassanadumrongdee, 2020). Table-6 and Figure-3 demonstrated the outcome of the IPMA that provided the enhancement of follower radical creativity through the influence of “Benevolent Paternalistic Leadership Behavior” perception with the highest total effect score of 0.927 and the performance level is 70.22. It represents that 1 unit increase of Benevolent Paternalistic Leadership Behavior will increase the unit performance by 70.22.

Similarly, Followers Power Distance Orientation may increase the total effect score of 0.0853 at the total performance level is 70.03. Likewise, followers' voice behaviors have a significant total effect for fostering radical creativity, with a total impact of 0.373 at the performance level of 49.07. In summary, to increase radical creativity among the followers, top-level managers, policymakers, and other govt bodies may focus more on the “Benevolent Paternalistic Leadership Behavior” to followers' voice behaviors through the Followers Power Distance Orientation. This focus will enhance the establishment of followers' radical creativity in the manufacturing industries, and performance will ultimately increase.

Table 6: Importance -Performance Analysis for Followers Radical Creativity

Construct	Importance	Performance
FPDO	0.085	70.03
FVB	0.373	49.07
BPLB	0.927	70.22

Discussion

The radical change of 21st-century companies is analogous to a modern-day industrial revolution, in which creativity is already a key element in assessing organizational performances. Companies stress implementing new concepts and thinking among their followers and subordinates to succeed in the global market and competition. Innovators are agents that foster creative thinking and guide their organizations in a conducive and supportive environment. Based on the social exchange and social learning theory, the present study employed the exploratory research method to investigate Benevolent Paternalistic Leadership Behavior, Followers Voice Behavior, Followers Power Distance Orientation, and followers' radical creativity among the Bangladeshi manufacturing industries workers to encourage innovative and creative work, develop, maintain, and improve job performances. Our research's primary aim was to discover how, why, and under what circumstances Benevolent Paternalistic Leadership Behavior could affect an employee's voice to promote radical creativity. In specific, we suggested and evaluated the mediating role of Followers Voice Behavior and Followers' power distance orientation's moderating role. While there is a lot of research on creativity, there was little attention to radical creativity research. We don't know anything about radical creativity's attributions. Leadership and a constructive personality are essential, but they are insufficient to generate exceptional creativity. Leaders, the most powerful source in the workplace, play a critical role in allocating job support to subordinates and anticipating their creativity. The key challenge is to connect it to radical creativity by voice the behaviors of followers. However, the current literature also understands nothing about how the manufacturing industry collaborative leadership facilitates followers' radical creativity within the innovation department's framework. To test the proposed hypothesis and answer the proposed research questions, we used 272 valid samples collected from Bangladesh's manufacturing industry.

The findings concluded that all the proposed hypotheses 1,2,3, and 4 are accepted and significant besides hypothesis 5. The mediation is significant, but moderation is insignificant. The revealed benevolent paternalistic leadership positively and passively influences the follower's radical creativity. BPL measures the follower's leader's relationship. According to social exchange theory, the findings are inspired to explain a beneficial relationship between individualized follower care and encouragement from a benevolent leader on Leader - member and follower productivity. This result shows that leaders' individualized and inclusive concern for their followers' personal and familial well-being promotes the formation of high-quality leader-follower associations, which helps followers' creativity performances. The findings also suggested that benevolent leadership is positively associated with follower's voice behavior. The findings revealed vocation behavior is a discretionary and autonomous activity intended to enhance the organizational climate by exchanging thoughts, suggestions, or complaints about work-related issues. It helps in group decision-making and organizational learning as it works antecedent of creativity and innovation.

Furthermore, the findings show that voice has a good association with creativity and innovation. Individuals in organizations become more creative by looking for new technologies, processes, techniques, or product ideas when they believe they can express their work-related concerns. Thus, the bootstrapping result showed the follower's voice mediated the benevolent leadership and follower's radical creativity. On the other hand, follower power distance orientation insignificantly moderates the relationship between the follower's voice behavior and followers' radical creativity. This research investigated the boundary state of power distance in

leadership effectiveness and discovered that power distance influences the relationships between the employees and leaders in employee voice formation. According to the research findings, where there is a high-power gap, workers are more inclined to experience authentic leadership, which raises employees' sense of accountability for their jobs and reinforces voice for change and improvement.

Furthermore, the high-power gap context acts as a catalyst for employee accountability and enhances leadership's constructive impact on workers' perceived voice obligation for improvement. The moderation is absent in between the FVB and FRC. The results revealed high-low power distance between the followers and leaders discourages the subordinates from enhancing and participating in creative thinking and radical creativity participation. When the power distance between leaders and followers is notable and remarkable, there is confirming the generation of authoritarian leadership. The positive dyadic relationship between the leaders and followers may reduce the inequalities of power distance. With the increase of the leader's benevolence, the power distance inequalities may be reduced and convert the supervisor's relationship to enhance the follower's radical creativity. We conceptualized power distance as a form of individuals discrepancy, as previous research has repeatedly shown that power distance varies substantially across countries, particularly in large countries such as China and the United States (Kirkman, Lowe, & Gibson, 2006). The current research sheds light on how and where the dyadic alliance between a leader and a follower is related to adherents' creativity. However, leaders need to recognize the role of Leader follower's collaboration in improving followers' creativity and what they can do directly to improve their relationships with followers and promote followers' creativity. Finally, by examining the mediating and moderating role of FVB and FPDO, the current study shed light on the (1). suppose leaders may establish high-quality associations with followers by showing benevolence, (2) how followers' traits affect the benevolent leadership—Leader-member partnership, and (3) the efficacy of benevolent leadership in promoting Leaders and followers' creativity and innovation. Both of these contributions add to the body of knowledge on Leadership and creativity.

Theoretical Contribution

Theoretically, this research has a number of significant interpretations and implications. The present study significantly contributes to the theory, leadership, voice behavior, and radical creativity literature. The current research extends the understanding of how benevolent paternalistic leadership influences the follower's radical creativity. Our research is unique, and the first attempt in the south Asian context and this investigation led to remarkable and notable theoretical insights into the Bangladeshi garments industry context. The study adds and extends theorizing from the western cultural context to the South Asian context.

Firstly, the research on benevolent paternalistic leadership has expanded by demonstrating that benevolent leadership styles can affect followers' voice action by strengthening Leader-member relationships and voice behavior within them. However, with the exception of a few papers, literature on benevolent paternalistic leadership and follower creativity has been generally ignored (Dedahanov, Lee, Rhee, & Yoon, 2016a; Gu, Hempel, & Yu, 2020; Lin et al., 2018; An-chih Wang & Cheng, 2009) which quantitatively explored the relationship of benevolent leadership and employees creativity. It is the first study to look at the impact of benevolent paternalistic leadership on followers' radical creativity on an individual scale. This study combined the social exchange as well as social learning theory and benevolent leadership in the relationship between follower voice behavior and follower's radical creativity. We also have inadequate awareness of the precedent of radical creativity. Simultaneously, the empirical study indicates that human resource activities, societal transition, and incremental creativity play an essential role in forecasting radical creativity (Gil-Marques & Moreno-Luzon, 2013). One justification is that a benevolent leader nurtures quality social interaction between supporters and organizations. It implies that a successful leader displays genuine involvement, concern, encouragement, and direction both in work and non-work and promotes his performances. Previous research has also shown that transformational leadership strongly links to employee creativity (Qu, Janssen, & Shi, 2015). The present study fulfills the gap by associating new leadership styles, mediating the role of followers' voice behaviors, moderating the role of followers' power distance orientation, and radical creativity.

Secondly, this study extends the voice literature of the followers by examining the role of the mediator's voice in the correlation between benevolent paternalistic leadership and its followers' radical creativity. There has been considerable research on employee voice and paternalistic leadership (Zhang, Huai, & Xie, 2015), employee voice and creativity (T. W. H. Ng & Feldman, 2012), and paternalistic leadership and follower creativity without focusing the benevolent leadership and radical creativity. We expanded paternalistic leadership research by demonstrating that benevolent paternalistic leaders may affect workers not only by establishing a social exchange relationship with them but also by influencing their self-perception. Therefore, our research resolved these gaps by supplying an analytical proof for employee voices' mediating influence in the partnership between the paternalistic leadership and employee creativity. Benevolence can play an essential role in improving the quality of interaction between a leader and his or her follower. This study has relevance for future investigations into workers' voice behavior, suggesting that employees voice their ideas in good leader-member relations between managers and subordinates. This type of motivation enables employees to be even more creative and take chances and thereby improve the follower's radical creativity. As a result, this study fills in the gaps. It adds to the body of knowledge about followers' radical creativity as proof of follower's speech as a mediator of benevolent paternalistic leadership behaviors. Organizations want their workers to contribute by identifying work-related issues and making valuable suggestions for the organization's long-term viability. The current study provides many recommendations for fostering radical creativity among followers via voice conduct. According to this research, leaders may encourage workers to speak up by assisting, sharing power, confidence, respect, and communicating efficiently with their subordinates. As a result, leaders must be inspired to establish constructive and high-quality interactions with their subordinates in the organization and cultivate specific principles to

promote high-quality supervisor-subordinate relationships. Furthermore, the mediating position of followers' speech behavior and followers' radical creativity suggests that companies can consider employees' feelings and give them more freedom to share creative ideas.

Thirdly, this research expands awareness of benevolent leadership's contextual efficacy by exploring the moderating role of follower power distance orientation between follower voice behavior and followers' radical creativity. Present research adds a moderating variable to its conceptual paradigm and notes that power distance insignificantly moderates the interaction between benevolent leadership and supporters' voice. The impact of power distance orientation on employee voice and radical creativity was investigated in this research, which found that power distance does not influence the relationship between employees and leaders in the phase of FVB and FRC. According to the findings of this survey, where there is a high PD gap, workers are more inclined to experience autocratic leadership, which increases employees' sense of guilt for their jobs and reinforces for improvement. The greater the degree of benevolent leadership viewed by workers, the healthier the interaction between EVB and FRC.

Our findings show that leaders play a critical role in fostering a variety of ideas proposed by workers and employee voice and creativity, according to previous research on benevolent paternalistic leaders, employees voice activity, and employee's creativity. These findings show the influential role that managers play in motivating workers to make meaningful contributions to corporate and work success by producing new ideas and feedback. As a result, companies attempt to improve their workers' entrepreneurial activities by developing leaders' organizational skills and adapting to employees' various types of suggestions. As a result, businesses can create training systems that help executives become more profitable and establish personal relationships with their employees. Finally, this research contributes to a better comprehension of social exchange theory by using followers' voice behavior as a mediator in benevolent paternalistic leadership and radical creativity.

The research also expands the literature by recommending that benevolent paternalistic leaders can influence employees' different ideas. Therefore, our findings can be used to see how companies can improve their practices and how they react to enable the necessary types of employee participation to achieve the desired level of followers' creativity. Organizations, for instance, can provide leaders with the power to delegate capital and freedom to increase a higher degree of radical creativity among followers. Finally, employee voice will advise the representatives who aim to promote the innovative and creative involvement of workers in the concept of constructive transformation, even though they are usually challenging to embrace and handle the organizational change and challenges to welcome the follower's creativity and increase the organizational performances as well as sustainability.

Managerial Contribution

The creativity of employees was found to influence innovation, growth, adaptability, and firms' effectiveness in complex and unpredictable circumstances (Oldham & Cummings, 1996; Shalley et al., 2004). The current research has significant practical implications for the supervisors, leaders, and managers of manufacturing industries. Leadership is an essential mechanism of enhancing radical creativity based on voice behavior, the balance of power, cooperation, and expectation. Firstly, our results indicate that benevolent leadership is connected to shaping follower voice behaviors and, as a consequence, enhancing radical creativity among followers. Relationships of high quality improve the speech of followers. Encourage staff to express their thoughts, knowledge, and views on work changes strengthen accessible interaction and open communication. In exchange, high-quality collaboration can have good results for the working group and the organization (K. Y. Ng & Van Dyne, 2005). It should be remembered that several leadership studies stress the advantages of high-quality partnerships while ignoring the importance of mediating the role of voice behavior and moderating role of power distance in shaping connections between subordinates and superiors. The present study considers the benevolent paternalistic behavior, FVB, and radical creativity under high-low power distance orientation to fulfill the research gap. Furthermore, the findings indicate that many workers see themselves as constructive, sharing their thoughts, facts, and feelings about transition to their superiors. These findings indicate that supervisors can respect constructive staff contact and pay particular attention to power and partnership problems.

Secondly, this emphasizes the value of cultivating benevolent leadership. Organizations should include leadership training to foster and facilitate leader benevolence, empowering leaders to display personal concern, encouragement, and direction in both the work and non-work realms to strengthen leader-member relationships and promote subordinate creativity. Since voice is a proximal indicator of creativity, initiatives aimed at improving exchange relationships between leaders and subordinates can enhance employee creativity. Organizations should build interactive events for leaders and supporters to provide them with more opportunities to participate in deep engagement to establish high-quality Leader-member sharing and cooperation to enhance radical creativity (Schriesheim, Castro, & Cogliser, 1999; Sparrowe & Liden, 1997). The current study demonstrates that benevolent paternalistic leadership significantly influences followers' radical creativity by influencing their voice behaviors. Benevolent paternalistic leadership practices positively affect subordinates as they internalize the leader's objectives, principles, and expectations and demonstrate positive behaviors. For example, managers could be stunned to discover that U.S. workers with high-leader member interactions cannot often speak out and share change-oriented thoughts, depending on the type of interaction and communication. They can communicate to reduce status gaps while increasing confidence expectations (i.e., personal relations and casual information sharing modes). Informal socializing, offering chances for involvement, and directly expressing good respect and strong confidence are both examples of this.

Thirdly, the present study reveals power distance did not moderate the relationship between FVB and FRC. The findings show the high or low power distance does not influence the follower's radical creativity by sharing and caring for followers' voice behavior. The study showed the moderating effects of followers PDO in between the benevolent leadership and FVB was more substantial for employees with low PD orientation. This result suggests that leaders should be concerned about their subordinates' cultural values when influencing them. Rather than similarly treating all subordinates, leaders may need to enact differently depending on individual subordinates' cultural values. Compared to those with lower PDO levels, for subordinates with higher PDO levels, it will be more beneficial for leaders to indulge in benevolent leadership activities such as expressing consideration about their everyday lives to build interactions of higher quality with these subordinates and improve their creativity. When managers want their workers to speak up, but they have strong PD cultural beliefs, more structured partnerships can be more relaxed for them, resulting in more speech. For those with high-PD values, informal conversation, on the other hand, can seem improper, insincere, and unsettling. As a result, managers should be aware of cultural values like PD, particularly in the sense of high leader-follower partnerships. As a result, to promote creative success, leaders should pay attention to each subordinate's PD principles as they occur in everyday experiences and show more benevolent attitudes to others who have high PDO levels.

Limitation and Future Study of the Research

Despite its significant strengths and contribution, the research has a number of shortcomings. The radical creativity will determine through the creative-support mannerism between the leader and followers (Tierney & Farmer, 2004). Followers who get psychological and physical support from the leader will exert more creativity. Firstly, the study collected data from the administrative officer of the manufacturing industry in Bangladesh. Given the contextual and cultural differences, the findings could not be generalizable to other circumstances and industries. More research needs to be undertaken to explore the effect of benevolence on creativity through diverse communities and settings to appreciate it better (J.-L. Farh & Cheng, 2000). Aside from the Asian Subcontinent and the Asia Pacific Region, BPL is common in other nations that respect paternalism, such as China (Lin et al., 2018), Japan (Uhl-Bien, Tierney, Graen, & Wakabayashi, 1990), Malaysia (Afaqi, 2004), South Korea (Kim, 1994), Latin America (Mexico) (Pellegrini & Scandura, 2006), and Turkey (Martinez, 2005). The results drawn from this analysis are dependent on a cross-sectional study and managers' self-reported data; the cross-sectional test methods will impact the credibility of these conclusions to some degree. As a result, prospective studies should use a longitudinal research design to gather data on different research variables from supervisors and staff, as well as colleagues and superiors, to increase reliability. The study couldn't guarantee how the task can be extended to other industries like tourism and telecommunication in other countries like in the Asian context. In contrast to the longitudinal importance, the cross-sectional research method is less effective in assessing causality, so the follow-up research should implement the longitudinal form. As a comparatively low high-powered nation, Bangladeshi workers are typically more hesitant to take active and demanding action. Therefore, in eastern and western societies, leaders' positions in fostering radical creativity for workers could be quite different. The present research also used the conceptual model on the follower's radical creativity based on FVB and FPDO without evaluating the leaders and supervisor judgments and evaluations.

Secondly, Notwithstanding, the current study considered the socio-demographic factors like gender, age, education, organizational tenure, department, positions, number of employees, experiences used as controllable variables, the other factors should also be considered like job nature and skill required for the job in future research (P. Wang & Rode, 2010). Similarly, this interpretation is a cross-sectional review, and thus its nature is a drawback because a causal association between variables cannot be inferred. Further, to test the proposed hypothesis, we used the collected data from the different areas, which causes the common method bias because the ratings of BL, follower voice behavior, FPDO, and followers radical creativity originated from the same source (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Furthermore, as the CMB issue arises, it can affect the reliability and validity of the variables. The study is also new in the Bangladeshi textile industry so that that study execution could be challenging. The enforcing agency, such as BGMEA, BTMEA, or BKMEA, may explain and enforce the outcome if they believe it is realistic and applicable to industries and textile firms.

Thirdly, while benevolent leadership is a team-level construct, it is used as an individual-level construct in this analysis, influencing the consistency of the research findings. Future studies could investigate the cross-level effect of compassionate leadership on employee voice activity and radical creativity under a high-low power gap by studying it as a team level variable and collecting research results per team.

Fourthly, the present study investigated the mediating variables of FVB in between or relationship of benevolent leadership and follower radical creativity. The findings of the proposed research can be extended by adding or altering the mediator. The present study can be expanded by adding the new mediator and might affect the relationship between BPL and FRC, for example, individual percept identification, Justice perceptions and effect, employee's perception of supportive innovation, psychological empowerment, exchange of leaders and participants, implicit inspiration (Sun, Pan, & Chow, 2014), self-efficacy (Brown, Jones, & Leigh, 2005), followers psychological safety (Edmondson, 1999).

Fifthly, Despite its theoretical importance in the leadership mechanism, we checked the moderating effect of power distance orientation (Cole, Carter, & Zhang, 2013). Other cultural elements can also moderate the relationship in the different cultural contexts. For example, "human orientation" is identified in the GLOBE project (House, Hanges, Javidan, Dorfman, & Gupta, 2004) as "the degree to which an organization or society encourages and rewards individuals for being fair, altruistic, friendly, generous, caring,

and kind to others” (House et al., 2004). Furthermore, altering the moderating variable like the supervisor mentoring and feedback development can add a more conceptual and theoretical application and extension to BPL and FRC's study relationship. In addition to the current findings, these forthcoming works would offer a more sophisticated and clear understanding of supportive leadership's impact on creativity.

Conclusions

Creativity is not a privilege but a must for companies in the hyper-dynamic and global sense of the 21st century. Companies that leverage their workers' creativity to transform innovations into unique goods and services achieve a strategic edge. The present research has shown the crucial role of leadership, employee voice in organizational challenges, participative decision-making, sharing the balance of power among followers, and guidance and incentive of creative and innovative work as success factors for establishing and improving creativity and innovation are all significant.

The study reveals that benevolent paternalistic leadership influences followers' radical creativity by extending follower voice behavior through sharing the leader-creativity expectation and power among the followers.

The study discovered the mediated relationship of follower's voice behavior on benevolent paternalistic leadership and follower radical creativity. The moderating relationship of follower power distance orientation is insignificant between the follower's voice behavior and follower radical creativity. Therefore, benevolent paternalistic leadership may foster the follower's radical creativity through the leader-follower collaboration and cohesiveness through the high-quality relationship exchange, allowing their organizations to succeed and prosper. The present study results can be applied and developed through the application of other industries.

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Appendix-A

Weights and measures of the construct loading development outcomes

Items	Factor Loading	Standard Deviation	Kurtosis	Skewness	T-statistics	P Values	2.5%	97.5%	VIF
BL1	0.7981	0.9867	0.7283	-0.9534	26.6497	0.000	0.2220	0.2576	2.5238
BL2	0.8106	0.9547	0.3843	-0.7617	29.0791	0.000	0.2188	0.2514	2.5170
BL3	0.8250	0.9368	0.5048	-0.7714	29.8260	0.000	0.2251	0.2573	3.1698
BL4	0.7904	0.9590	0.4833	-0.8846	24.3184	0.000	0.2239	0.2632	2.3394
BL5	0.8788	0.9634	1.1125	-1.0809	24.7360	0.000	0.2489	0.2917	2.9715
PDO1	0.8186	0.9614	0.9972	-1.0191	17.9756	0.000	0.1914	0.2387	2.5178
PDO2	0.7550	0.8921	0.5365	-0.6663	23.7037	0.000	0.1778	0.2107	1.9976
PDO3	0.7300	0.8848	0.4516	-0.6192	20.3582	0.000	0.1678	0.2034	1.2083
PDO4	0.7506	0.9688	0.3266	-0.7457	19.9719	0.000	0.1806	0.2205	1.9876
PDO5	0.8769	0.9445	0.6332	-0.8577	22.5307	0.000	0.2199	0.2611	2.0423
PDO6	0.8349	0.9757	0.4305	-0.7758	22.6204	0.000	0.2064	0.2447	2.9198
RC1	0.8019	0.9867	0.7283	-0.9534	28.4323	0.000	0.1789	0.2057	2.5929
RC2	0.7759	0.9547	0.3843	-0.7617	28.3958	0.000	0.1811	0.2090	2.5447
RC3	0.7947	0.9368	0.5048	-0.7714	29.3532	0.000	0.1858	0.2134	1.3083
RC4	0.8100	0.9590	0.4833	-0.8846	26.9049	0.000	0.1802	0.2083	3.0412
RC5	0.9059	0.9374	1.0411	-1.0294	30.9815	0.000	0.2014	0.2276	2.4775
RC6	0.8933	0.9634	1.1125	-1.0809	27.4153	0.000	0.2021	0.2330	2.1588
VB1	0.7800	1.0235	0.9383	-0.7361	24.5067	0.000	0.1761	0.2070	2.2402
VB2	0.7724	0.9711	0.5848	-0.6270	26.3634	0.000	0.1828	0.2128	2.6125
VB3	0.7851	0.9536	0.7309	-0.6253	26.0311	0.000	0.1860	0.2169	1.9510
VB4	0.8033	0.9746	0.6434	-0.7564	26.5545	0.000	0.1841	0.2131	2.0678
VB5	0.8994	0.9530	1.1797	-0.8898	29.5813	0.000	0.2050	0.2343	2.3282
VB1	0.7800	0.9964	1.3217	-0.8201	25.8572	0.000	0.2005	0.2332	2.8684

Appendix-B: Path Coefficient for Followers Radical Creativity