

The Influence of Employee's Work Values and Leadership Behavior on Employee's Work Efficiency

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Objectives: How to make employees concentrate on their own work, develop their potential and mobilize their enthusiasm, so as to maximize their own value has become the focus of attention of enterprises. **Methods:** This study analyzes the influence of employees' work values and paternalistic leadership behavior on employees' work efficiency, and puts forward suggestions for career development of new generation employees, as well as efficient management of new generation employees in enterprises. **Results:** Thereby improving the professional quality of the new generation of employees, improving their work efficiency, reducing the turnover rate of the new generation of employees and achieving a win-win situation for the new generation of employees and enterprises. Two dimensions of work values, ability and growth, status and independence, are positively correlated with turnover intention and negatively correlated with job burnout. Leadership style partially moderates the relationship between job values, turnover intention and job burnout. **Conclusion:** Enterprises should implement different intervention measures to relieve employees' work pressure and negative emotions according to their different positions, so as to prevent and reduce employees' job burnout from the source.

Keywords: work efficiency; sense of worth; leadership behavior; negative emotions; working pressure

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In today's society, human resources have become an important part of the core competitiveness of enterprises. Enterprises pay more and more attention to the management, incentive and development of employees¹. Enterprise values are the spiritual pillar of enterprise development and survival. In an enterprise, the criteria for judging things held by leaders and employees will become very stable after being established and become the consensus of all personnel in the enterprise, which is the most lasting and stable spiritual support in the enterprise². In the tide of economic transformation, enterprise employees are more likely to breed negative emotions such as anxiety and frustration when facing increasing competition and survival pressure³. The accumulation of negative emotions at work

makes enterprise employees more prone to the problem of job burnout, and in recent years, the negative impact of employee job burnout on employees' self-reliance and the enterprise is becoming increasingly prominent⁴. Only by continuously improving their competitiveness can enterprises remain invincible in this economic tide. The improvement of enterprise competitiveness requires employees' efficient work and continuous innovation⁵. Therefore, maintaining the vitality of employees and stimulating their potential play an important role and significance for the survival and development of enterprises. How to make employees concentrate on their work, develop their potential and mobilize their enthusiasm to maximize their own value has become the focus of enterprises⁶. Therefore, the research on the impact of

leadership behavior and employees' work values on work efficiency is particularly important in the fierce competition.

Human resources play a more and more important role in the development of an organization. If an organization wants to obtain survival, development and competitive advantage through its employees, it must pay attention to the development of its human resources⁷. With the passage of time, the new generation of employees with the post-90s as the main body continue to enter the workplace, account for an increasing proportion in the enterprise staff, play an increasingly important role in the enterprise, and gradually become the main force of enterprise development. The new generation of employees grow up in an environment with a unique era background, which makes their personality characteristics significantly different from the older generation of employees⁸. Promoting new employees to adapt to the organization as soon as possible is an urgent problem faced by the organization. The job adaptation of new employees in the organization not only involves the quality of work and life and career development of employees, but also promotes the appreciation of enterprise human capital and the improvement of enterprise management efficiency by assisting new employees to complete the transformation from "people outside the organization" to "people within the organization"⁹. For enterprises, how to manage the new generation of employees and effectively develop their work potential has become a key issue when enterprises improve their core competitiveness, consolidate their market position and achieve faster, stronger and more stable sustainable development¹⁰. This study analyzes the impact of employees' work values and paternalistic leadership on employees' work efficiency, puts forward career development suggestions for the new generation of employees, and also puts forward suggestions for the efficient management of the new generation of employees.

After entering the work unit, new employees go through a period of adaptation due to their maladjustment to the working environment and work content. In the process of socialization, researchers call the process of mutual adaptation between new employees and organizations organizational socialization¹¹. The organization

needs to adopt some organizational socialization strategies to help new employees understand and adapt to the new working environment, and new employees will actively adapt to the new working environment¹². The problem faced by the organization and employees is that new employees may not be able to immediately adapt to the unfamiliar working environment and work content when they first enter the organization, resulting in incorrect expectations for the organization, resulting in a high turnover rate¹⁴. Work values can affect employees' work motivation and work behavior. Many studies show that many positive and negative behaviors of the new generation of employees at work are derived from their work values to some extent¹⁵. When the physical and psychological needs of employees cannot be met, it will inevitably have a negative impact on employees' individual behavior, resulting in the decline of job satisfaction and job burnout, and then affect the overall efficiency of the organization¹⁶. In the workplace, compared with traditional employees, the salary level is no longer the focus of the new generation of employees. They pay more attention to the embodiment of personal value and the recognition of their own pay by the enterprise. Enterprises should implement different intervention measures according to different waiting points of employees to alleviate employees' work pressure and negative emotions, and prevent and reduce employees' job burnout from the source.

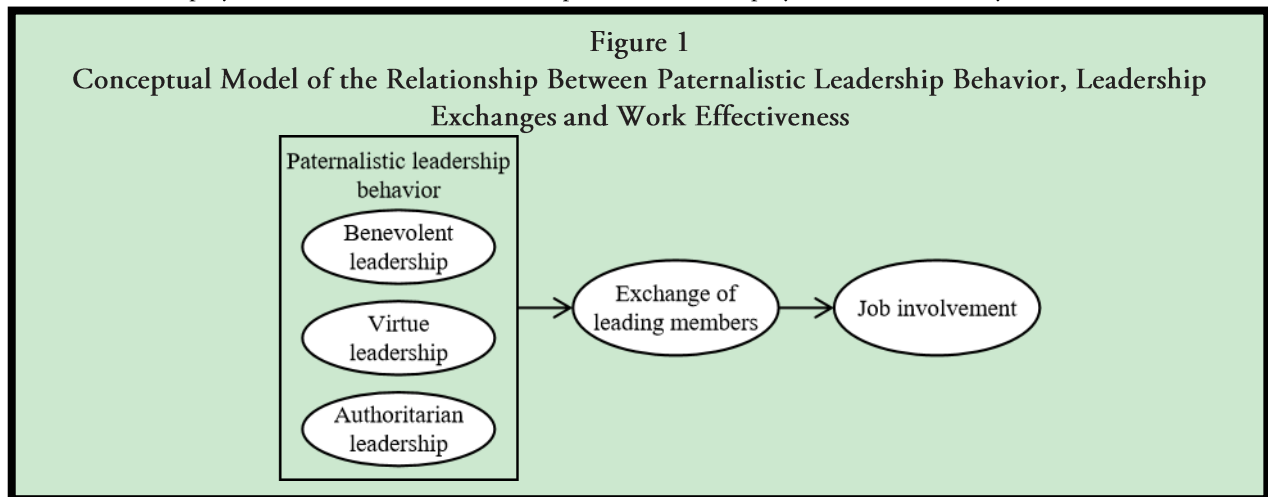
In the past decades, values have been widely studied in different fields such as philosophy, sociology, politics and psychology. Literature¹⁷ holds that values are a view of what people think is "worthwhile". They are the characteristics of individuals or groups, which affect people's choice of behavior methods, means and goals. Literature¹⁸ holds that values have the function of motivation, which can affect attitudes and guide individual behavior. He divided values into instrumental values and purposeful values. Literature¹⁹ holds that values are dynamic, and individuals have different evaluations of the importance of goals in different situations. According to the concept of values, individual values are closely related to their behavior. It plays an important role in people's behavior and will affect people's cognition, attitude and motivation

In the enterprise, the people who have an impact on employees and teams are generally leaders. Leaders help employees establish the future direction and guide employees to complete the predetermined goals. Therefore, the effectiveness of leaders is very important in the enterprise. Literature ²¹ points out that in the organization's human resources, new employees are the new force of the organization and an important resource for the sustainable development of the organization, and their ability, skills and knowledge are important elements of the organization's future core competitiveness. Literature ²² found that Chinese values are different from those of western countries, showing lower individualism and higher power distance. Therefore, the style of leaders in Chinese organizations is different from that in the west, especially the paternalistic style, that is, the governance and control of leaders on the organization is similar to the way fathers treat their children. Literature ²³ defines authentic leadership as those who have a deep understanding of their own beliefs and values.

They are confident, sincere, reliable and trustworthy. They are committed to strengthening the advantages of followers, broadening their thinking, and creating a positive organizational atmosphere. This paper mainly analyzes the role of employees' work values and paternalistic leadership behavior on employees' work efficiency, puts forward career development suggestions for the new generation of employees, and also puts forward suggestions for enterprise managers' efficient management of employees.

METHODS

Paternalistic leadership behavior includes three dimensions: benevolent leadership, moral leadership and authoritarian leadership. Paternalistic leadership has paternalistic kindness and majesty, and managing an organization is like managing a big family, so the encouragement and energy given to employees are similar to those given to their own families. Figure 1 is a conceptual model of the relationship among paternalistic leadership behavior, leader member exchange and work efficiency.



Benevolent Leadership

Benevolent leaders generally show tolerant behaviors such as being amiable and forgiving all kinds of mistakes in subordinates' work. Benevolent leaders emphasize caring, assisting and encouraging subordinates one by one. Most of his efforts are to exchange his only resources for more efforts and feedback from his subordinates, and he likes to establish a closer relationship with his subordinates. In the process of applying paternalistic management as an important means, managers within enterprises must carefully weigh the sense of balance between authority and benevolence, and use benevolent leadership to fully stimulate employees' enthusiasm for work, and promote them to achieve higher performance goals and complete corresponding tasks²⁴. According to the theory of social exchange, because there is an invisible, intangible and undefined responsibility for mutual benefit, when one party gives benefits to the other party, the party who gets the benefits feels obliged to give back to those who are kind to themselves in a certain period of time. It happens to be the existence of this kind of psychology. Leaders' kindness at work can arouse subordinates' reward psychology. In order to give back to their superiors and express their support, subordinates are more likely to be active, enthusiastic and absorbed in their work.

From the perspective of paternalistic management, the concern of leaders will make employees fully experience the warmth of

returning home, and their original intention is to fully meet the work needs of managers to carry out the work of absorbing supply. Simply speaking, the positive incentives of managers will trigger the sense of gratitude of employees and bring more huge economic benefits to enterprises. It clarifies the important role of rule by man from the side, and employees need not only material wealth but also spiritual needs in the process of work. The benevolent behavior of the leader can undoubtedly improve the loyalty and trust of subordinates, thus making them more focused and devoted in their work. After the organization meets the basic material needs of employees, leaders must start from many aspects, strengthen employees' emotional cognitive ability, and help them fully appreciate the enterprise's investment in their socialization, self-worth realization and dignity maintenance, so as to strengthen employees' sense of belonging to the enterprise, ensure that they can integrate into the work process with a more positive attitude, and make them willingly contribute their own strength to the enterprise.

Moral Leadership

In enterprises, the post height and importance of managers are very high, so enterprise managers can often be directly concerned by the vast number of enterprise workers, and their psychological accomplishment and manners will be magnified by the staff. This requires managers to pay full attention to their words and deeds in the process of carrying out their work. Moral

leaders usually give people a personal image of being reliable, honest, unselfish and refusing to take advantage of others. They lead their subordinates by example and rely on their own charm. Their personal behavior and education level are obviously higher than those of their subordinates²⁵. Excellent managers can fully stimulate internal employees' enthusiasm and interest in work, while relatively poor managers will affect the whole enterprise and the basic working ability of employees will be seriously affected. Therefore, in the process of carrying out specific work, managers must lead by example, create a good example image and provide sufficient positive guidance for employees. Employees tend to imitate the behavior characteristics of leaders, and only when leaders put into work will employees put into work. Therefore, moral leaders whose conduct and morality are respected and lead by example are more likely to influence their subordinates to follow their leaders' behavior, thus they are more engaged in their work. All kinds of rules and regulations must be set up correctly within the enterprise, so as to ensure that the working direction and enthusiasm of employees within the enterprise can be unified enough, and all employees can develop in one direction together. Only in this way can we comprehensively deepen the development and construction within the enterprise and effectively deepen the position of the enterprise in the economic market.

Authoritarian Leadership

Authoritarian leadership is generally characterized by four kinds of behaviors, including autocracy, damaging the atmosphere, deterring and belittling subordinates, etc. Authoritarian leaders can't tolerate others challenging themselves, hoping to enjoy absolute power, strictly control subordinates, and at the same time require subordinates to obey thoroughly. All these may cause subordinates to have rebellious psychology, negative emotions and greatly reduce their devotion to work. Leaders must pay full attention to the interaction with employees in the process of carrying out corresponding activities within the enterprise, and effectively improve the frequency of

communication with employees. Only in this way can we comprehensively deepen the growth of employees²⁶. Authoritarian leaders lack care for their subordinates and lead by example. They are not allowed to be challenged from inside, and only pay attention to the guarantee of personal authority, so they are likely to have a negative impact on employees' work efficiency.

As far as the basic internal operation mode of Chinese enterprises is concerned, authoritative leaders will have a great impact on employees, especially on their job performance and loyalty. Paternalistic leadership is one of the management methods generally adopted by Chinese enterprises at present. It is extremely extensive and universal, and its main emphasis is majesty and obedience of employees, which is one of the extremely demanding management modes for employees. Authoritarian leadership can stimulate subordinates' anger, make them unable to work calmly and fully, and have a certain negative impact on their working conditions. Excellent enterprises are definitely not classified and separated from each other, and there must be sufficient communication between each department, leaders and employees. In order to fully implement the important concept of paternalistic leadership, it is necessary for the majority of enterprise managers to weaken their authoritative leadership, listen to the opinions put forward by employees and avoid dictatorship.

RESULTS

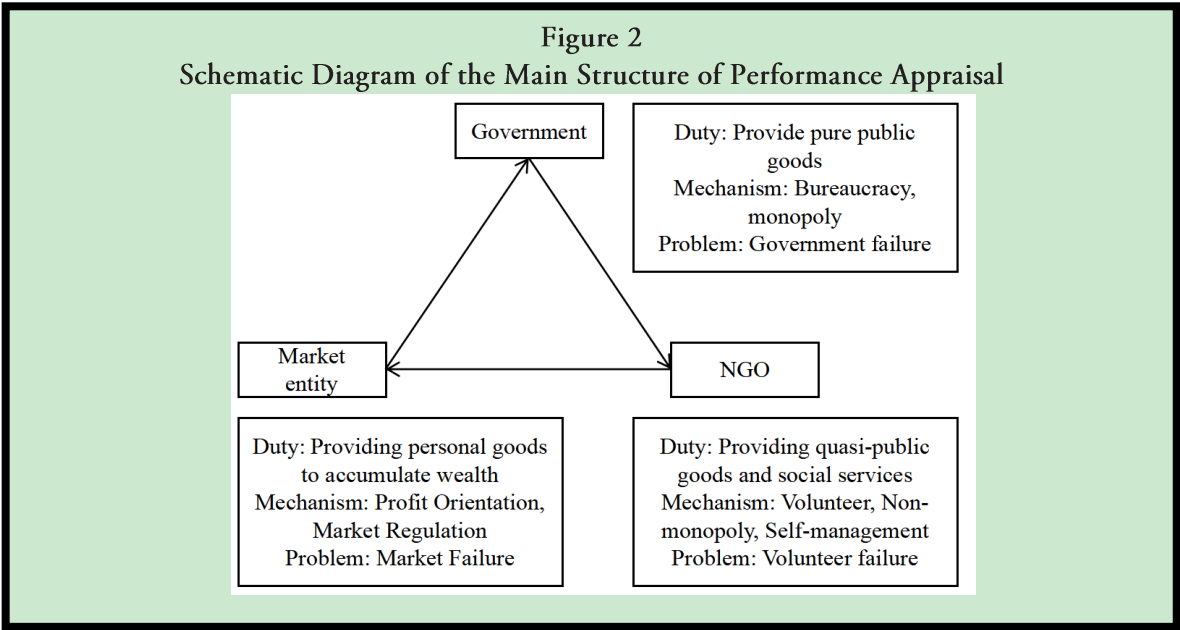
The positions are divided into three categories, namely, general staff, middle management and top management. Single factor analysis of variance is used to analyze whether there are significant prediction differences between positions and workplace status, vitality, dedication and concentration. The results are shown in Table 1. The higher the position of an employee, the higher the position in the organization, and the greater the decision-making power and influence on others. The higher the position, the higher the competency for the position. The position is often obtained after being recognized by the organization due to excellent personal performance, and the higher the corresponding work efficiency, which has a significant positive

Table 1
Single-Factor Analysis of Variance For Positions

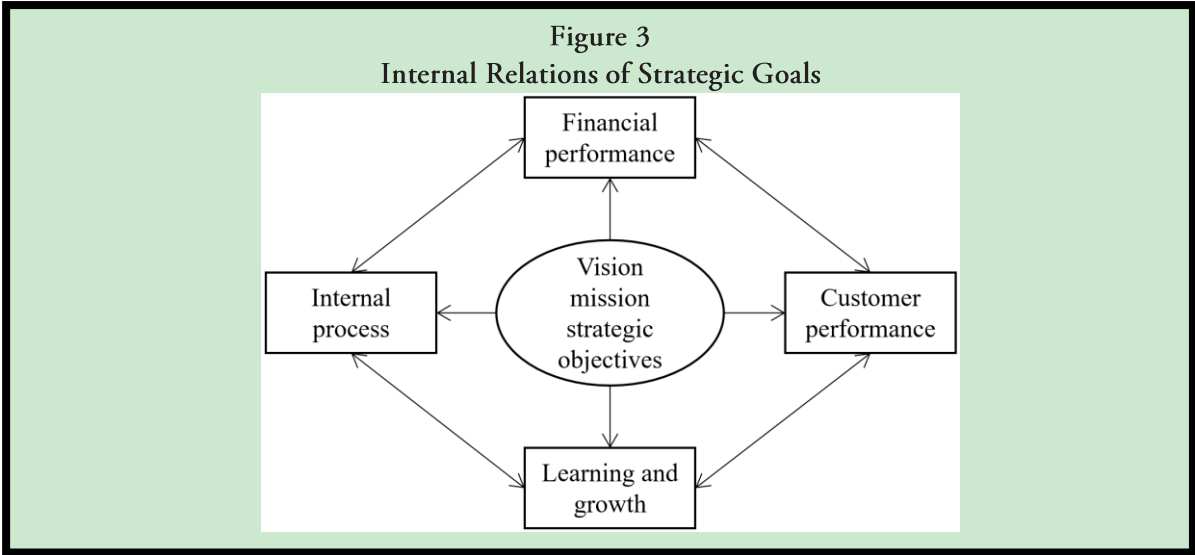
		Sum of squares	Mean difference test		Variance homogeneity test	
			F value	Sig.	Sig.	Homogeneity
Workplace status	Between groups	19.845	22.795	0.000	0.141	Yes
	Within group	10.2.559				
	Total	121.471				
Vitality	Between groups	4.052	5.231	0.008	0.351	Yes
	Within group	91.895				
	Total	95.880				
Dedication	Between groups	9.238	10.518	0.000	0.067	Yes
	Within group	103.551				
	Total	112.734				
Focus	Between groups	7.451	7.101	0.002	0.438	Yes
	Within group	122.898				
	Total	128.314				

In the current social and economic environment, it is more and more difficult for the new generation of employees who grow up in rural areas to get ahead. They need to pay more efforts and hardships, so they need to constantly improve their abilities. When choosing a job, I will pursue growth space, hoping to gain corresponding status and spiritual or material independence through continuous growth. However, the new generation of employees who grew up in cities generally have superior family circumstances and richer social resources, and

their efforts to succeed are obviously much less than those of the new generation of employees who grew up in rural areas, and their pursuit of status is relatively weak. Leaders with strong self-awareness will actively seek work feedback from subordinates, increase their understanding of their own work, and at the same time, better promote the positive interaction with employees. Leaders set a good example for employees by showing their true behavior, so as to play an exemplary role for employees. Figure 2 reflects the main structure of performance appraisal.



When formulating strategic objectives, enterprises should fully consider four aspects: external evaluation, internal core competitiveness, financial performance, learning and growth. The internal relationship among these four aspects is shown in Figure 3.



Because employees see the leader's real behavior, they will consciously picket their own shortcomings and problems with a relatively relaxed attitude, and try to show their advantages and characteristics. Moreover, the benign organizational atmosphere also makes employees less negative and reasonable, which makes employees face work positively, thus showing less job burnout. Job values can affect job burnout, and their different dimensions have different influences on job burnout. For example, Table 2 shows the estimation and significance test of structural parameters of performance indicators.

Table 2
Performance Indicator Structure Parameter Estimation And Significance Test

Path description	Path coefficient
Market learning ability → employee work efficiency	3.68
Marketing ability → employee work efficiency	3.54
Customer management ability → employee work efficiency	3.76

Suppose the input vector is $x_1, x_2 \dots x_m$, the activation function is the sigmod function, and the output of the k-th hidden node in the hidden layer is defined as follows:

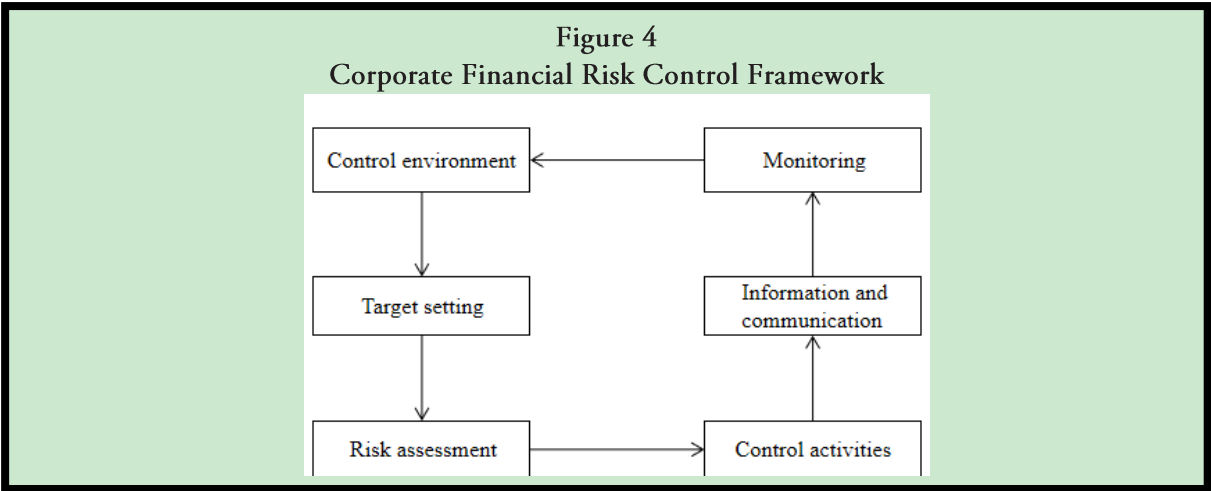
$$z_k = f\left(\sum_{j=1}^m \omega_{kj} x_j + \omega_{k0}\right) \quad (1)$$

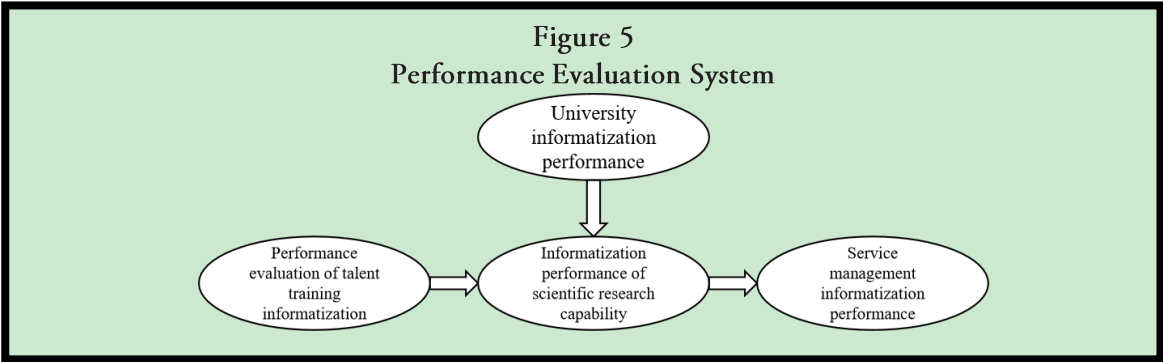
Among them, ω_{kj} represents the weight, which connects the j-th input node and the k-th hidden node, and ω_{k0} represents the deviation of the k-th hidden node. The network output value of the i-th node in the output layer is defined as follows:

$$y_k = \sum_{k=1}^n g_{ik} z_k + g_{i0} \quad (2)$$
$$= \sum_{k=1}^n g_{ik} \frac{1}{1 + \exp\left\{-\left(\sum_{j=1}^m \omega_{kj} x_j + \omega_{k0}\right)\right\}} + g_{i0}$$

All dimensions of job satisfaction can significantly negatively affect emotional

exhaustion, dehumanization and workplace fatigue from three sources, and significantly positively affect job burnout. When leaders show less sincere leadership, the positive relationship between values and turnover intention will be strengthened. This regulation mainly focuses on the dimension of ability and growth. Enterprise managers need to understand the external and internal factors that affect enterprise financial risks and the importance of these factors. After controlling activities to assess financial risks, the management should first adopt a plan to deal with risks. The information and communication information used to control enterprise financial risks include not only financial information, but also non-financial information. Enterprise financial risk control system usually needs continuous self-monitoring. The enterprise financial risk control framework is shown in Figure 4.





All variables are first-order single integer sequences, which meet the premise of cointegration test. Test whether there is a long-term equilibrium relationship between related variables. According to the selection criteria of model delay time, the test results are shown in Table 3.

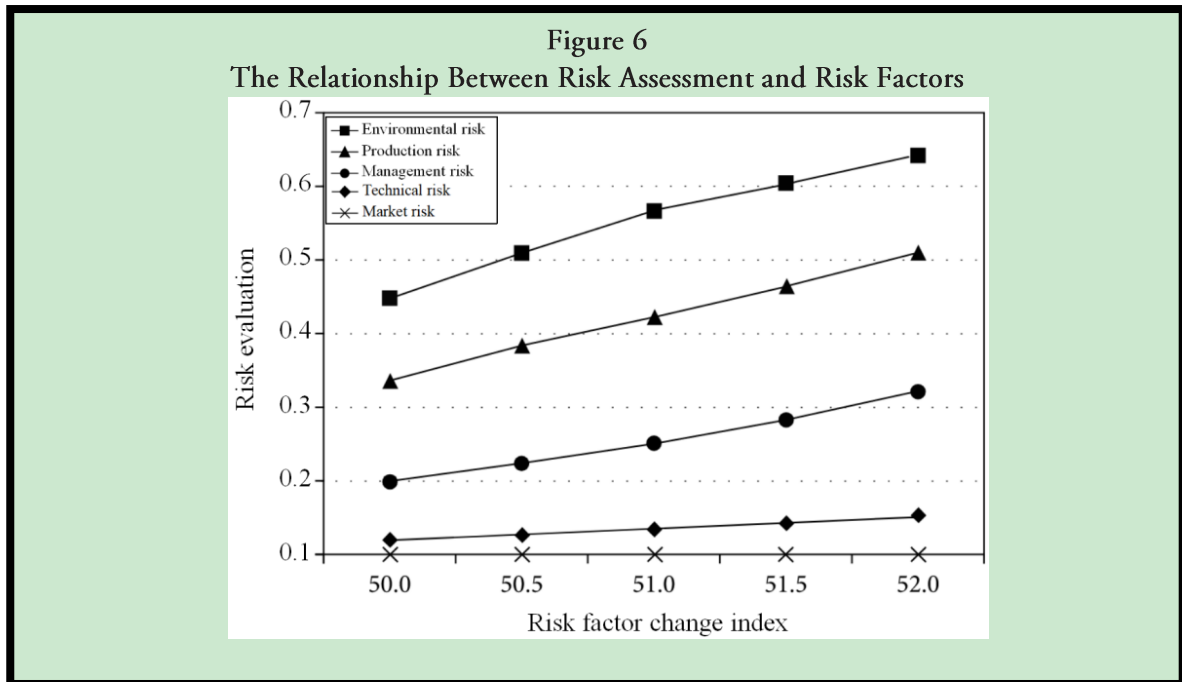
Table 3
Cointegration Test Results

Trace system estimation	Characteristic value
50.75	0.629
40.94	0.914
22.11	0.702
17.22	0.715

Sincere leadership can also partially regulate the relationship between job values and job burnout. When leaders show more characteristics of sincere leadership, the negative relationship between values and job burnout will be strengthened. Sensitivity analysis can be carried out on each influencing factor of a single project, and risk management of the project can be carried out according to the analysis results. According to the analysis results in Table 4, the project is most sensitive to management risks and least sensitive to financial risks. The relationship between risk assessment and risk factors is shown in Figure 6.

Table 4
Sensitivity Analysis of Risk Assessment

	Assessed value	Score after change
Environmental risk	0.686	0.842
Production risk	0.595	0.671
Management risk	0.458	0.859
Technical risk	0.663	0.722
Market risk	0.519	0.556



New employees' self-efficacy level will affect their choice of target level, and employees with high self-efficacy will have higher target level, which will bring higher performance. Self-efficacy affects the setting of employees' goals, thus determining the degree of individual input and the performance of their activities. Employees who believe that they can successfully complete their work tasks will complete their work with confidence, devote themselves to their work, set high work goals and maintain high commitment, and analyze potential risks and resources in a positive way when encountering difficulties.

DISCUSSION

Virtue leaders don't resort to jobbery, treat employees fairly and selflessly, and don't pull relationships, enter through the back door and lead by example because of interests. Working with such leaders, employees are easily affected and infected, and the spirit of leading by example deeply affects employees. The charm of moral leadership has a great influence on employees in practical work. Non-new generation employees have significantly longer working years than new generation employees, and their status in

enterprises or society is generally higher than that of new generation employees. When one's position rises to a certain height, one has no passion and motivation to fight for it when he first entered the workplace. The benevolent leader will care about the personal life of the employees, and take care of the employees in every possible way. When the employees meet with urgent difficulties, he will reach out and help them in time. In the process, the employees will feel grateful and try their best to help their leaders. At the same time, the relationship between leaders and employees will be improved to some extent. In the process of actual work, when the relationship exchanged by leaders is of high quality, leaders and employees are satisfied with each other's status, and the atmosphere is better. Employees will naturally be willing to devote themselves to their work and try their best to make achievements. In the training process of leaders, the cultivation of leadership skills and work values based on leader behavior theory are indispensable by default. By improving the leader's value level, the subordinates can strive for the collective vision in a team atmosphere, and then the improvement of subordinates' performance will follow.

Human Subjects Approval Statement

This paper did not include human subjects.

Conflict of Interest Disclosure Statement

None declared.

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