

The Impact of Paradoxical Leadership on Public Sector Innovation Through Entrepreneurial Orientation and Goal Congruence

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Abstract—While leadership and entrepreneurship are recognized as essential factors in influencing innovation, the extent to which the constructs are interconnected and dependent on the public sector contextual environment is less well understood. In response, this study examined how public managers' paradoxical leadership and entrepreneurial orientation interact with public employees' perceptions of innovation at different levels of their goal congruence. Informed by the theory of ambidextrous leadership, we created a moderated mediation model of the influence of paradoxical leadership on public sector innovation via entrepreneurial orientation and goal congruence. Survey results were gathered from 339 subordinate-supervisor dyads in 69 teams from public sector departments in Ho Chi Minh City, Vietnam. SPSS was used to analyze the data using PROCESS-Macro. The results showed that the relationship between paradoxical leadership and public employees' innovation was totally mediated by the entrepreneurial orientation of public organizations. It was also found that paradoxical leadership fosters entrepreneurial orientation when there is a high level of goal congruence team members. However, paradoxical behavior of managers still increases entrepreneurial orientation in public organizations though goal congruence is at the low level. Thus, whether the goal congruence at a high or low rate, public managers appear to stimulate entrepreneurship correspondingly. Significantly, this study recommends a new theoretical model of paradoxical leadership as a feasible strategy to be implemented in the public sector, which may help public employees be innovative in unpredictable public-working situations. It is proposed that this research paradigm can be expanded to public organizations in cultural contexts comparable to Vietnam's.

Index Terms—Paradoxical Leadership, Entrepreneurial Orientation, Public Sector Innovation, Goal Congruence, Vietnam

I. INTRODUCTION

Recent empirical research has demonstrated the significance of the effect of leadership on innovation. Many scholars validate transformational leadership with its alternating ability to stimulate innovation, as in [1],[2],[3]. Servant leadership are also proven to be an antecedent of innovative thinking [4], [5]. In addition, innovation at work is highly influenced by ethical leadership [6]. This research line has shed light on innovative actions of managers who inspire

productive action in themselves and others during times of uncertainty, ambiguity, and risks. Following the stream, this current study explores how paradoxical leadership (PL) affects innovation in public sector because it has not been studied yet. Literature shows that paradoxical leaders with their ability to lead teams and individuals even when there are contradictory tensions show the key to their organizational success [7]. Thanks to paradoxical behaviors, these leaders, by harmonizing organizational goals and individual goals, are also able to satisfy both structural requirements and the needs of their followers. By balancing corporate aims with personal aspirations, these leaders are also able to satisfy followers' desires while taking into account structural factors. [8]. In public organizations, the paradox-based perspective can assist public managers in fostering entrepreneurship as a means of coping with rising changeability, which frequently involves competition for potentials pertinent to governmental renovation [9],[10]. However, in public sector, little is known whether or not PL of public managers has significant impact on public employee's outcomes within public service organizations. Most recently, Franken and his colleagues proved how PL increases staff resilience and their individual ability to deal with difficulties and uncertain organizational situations [11]. Other authors, such as Backhaus, Reuber, Vogel, gathered data from German district offices and carried out a structural equation modeling, which reveals that PL has an effect on the levels of job satisfaction and work engagement favorably [12]. In Vietnam, it is considered that PL of public leaders are related to civil servants' public service motivation [13]. Thus, following this research flow, this study further highlights PL as a potential scheme to be adopted in public sector, which may help public employees to become innovative.

In order to foster public sector innovation (PSI), entrepreneurial orientation (EO) is considered to be a driving factor [14]. According to previous research, EO encourages state administrators to think like entrepreneurs in order to uncover new possibilities, gain from risk-taking, produce novel services, and position themselves proactively in the market

[15]. Existing research also emphasizes the significance of risk-taking, innovation, and proactiveness that was referred as EO in public service reform, which focuses on the quality and efficiency of services provided to citizens [16]. However, in the literature, research on EO in non-US corporate contexts is not thoroughly established [17]. For example, few empirical research on the Vietnamese public sector, in particular, have been done, despite the fact that EO in the public sector has long been addressed [18], [19]. Therefore, this study looks at whether or not there is a perceived EO among public managers in Vietnamese public organizations. Also, it is questioned if these managers' EO is derived from their PL behavior, which might, in turn, affect their public employees' innovation.

To apply EO for achieving PSI, people in multiple levels of the public organizations need to reach a common goal [20]. Goal congruence (GC) should be well thought-out in organizational design because GC results in a condition in which people are able to work together to accomplish a specific strategy. However, a perfect congruence between individual goals and organizational goals does not exist [21]. Thus, if there is no completed congruence of goals, to what degree do individual goals and organizational goals in public sector impact on leadership and innovation? To the best of our understanding, study on GC between managers and employees in public sector is still a void in literature. Therefore, this study has incorporated the role of GC within the paradoxical theory framework. Specifically, it will clarify how GC can moderate the relationship between PL, EO and PSI. In doing so, it provides the first empirical evidence to support the inclusion of GC within teams, as a mechanism for understanding how the application of PL among public leaders can lead to the practice of entrepreneurship.

The Vietnam context, particularly Ho Chi Minh city is an appropriate research site for this research. Recently, the country's circumstances necessitate a shift in incorporating EO in order to operate successful corporate systems [22]. The government both at central level and local level is now advocating civil service reform based on the idea of New Public Management (NPM)¹ that employs technology to improve how citizens engage with government. Because individuals have grown more aware and public expectations have risen, the government must be able to adapt to the problems and the requirements of civic groups to come up with new ideas, to test new techniques, and to operate the service system in new ways [23]. In the Vietnamese setting, public leaders serve in both administrative and political capacities. So, the issue is that public leaders must pursue contradictory values at the same time. For example, in order to develop a credible and creative public service, leaders must provide autonomy to their staff. They do, however, tend to regulate actions that may be useful to control groups since they fear of losing power [24]. As a result, it is claimed to be difficult, if not dangerous, to apply innovative public management into administrative reform in Vietnam, as well as

other developing countries that have similar situation to Vietnam's. However, the difficulty can be solved if authorities build mechanism with the right choice of leadership style, entrepreneurial mindset and innovation in public administration. To achieve the purpose, this study hopes to contribute to this mechanism. Studying Vietnam provided a context for bringing a better understanding about public managers' leadership behaviors. We believe that a paradoxical way actively supports the capacity-building of public sector innovation (PSI) among employees through the establishment of an enterprise-like system of public service, and through leader-follower agreement on common goals. We analyze data from Vietnamese governmental organizations in an effort to address two primary research questions: (1) *How does paradoxical leadership of public managers empower public employees' innovation through entrepreneurial orientation?* (2) *To what extent does goal congruence at team level impact the prediction of paradoxical leadership on entrepreneurial orientation that leads to public employees' innovation in public organizations?*

II. BACKGROUND THEORIES

This study's hypothesized model is based on the ambidextrous leadership theory offered by Rosing et al., [25]. The idea of ambidextrous leadership is based on a paradox that innovation requires a leadership style with dual facets [26]. Specifically, The model assumes that "opening" and "closing" leadership behaviors have a reciprocal relationship that predicts individual and team innovation such that the level of innovation is greatest when both are present. In particular, "opening leaders" employed "exploring" to inspire followers to spark creativity in their work by enabling them to think and act independently. Concurrently, "closing leaders" employ "exploiting" aspects in followers' work processes and push followers to comply by taking corrective actions, establishing explicit standards, and monitoring goal attainment [27]. Also, reference [28] states that flexibility of leadership behaviors, both opening and closing tends to get people to think of new ideas more than a single leadership style.

Drawing on the ambidextrous leadership, as mentioned above, this study adopts the term "paradoxical leader behavior" examined in [29] and [30], as a crucial source of ambidextrous leadership that can indicate PSI. In reference [29], Zhang and his colleagues examined leadership in an Eastern culture with a philosophical justification of Yin-Yang, and paradoxical leadership is positively related to innovation. According to the authors, PL refers to leader behaviors that appear to be opposing, yet are interconnected in order to address competing workplace needs simultaneously and over time. Five aspects of paradoxical behavior are described: (1) being both self-centered and focused on others, (2) keeping a distance and being close at the same time, (3) treating subordinates the same while letting them be unique, (4) enforcing work requirements while allowing flexibility, and (5) keeping control over decisions while letting people make their own choices. Reference [29] also states that paradoxical behaviors of leaders can predict their proactivity, adaptability, and creativity. Also, Zhang and his colleagues have recently found that PL positively affects individual and team innovation through ambidexterity [30]. Throughout the

¹ New Public Management (NPM) is an organizational approach to public service that is applied in government and public service institutions and agencies. This is a part of an effort to make the public service more "businesslike" and to improve its efficiency by using private sector management models

development of leadership domain, several scholars, such as in [31],[32], have claimed that complexity, ambiguity, and contradiction are justifications for leadership in overcoming change resistance. When organizational tensions arise from competing demands, adaptive leaders embrace inconsistencies and simultaneously endeavor to promote conflicting parts. The emotional harmony of flow and change is fostered by this type of leadership, which in turn encourages followers to take more risks and be more open to new experiences [33].

This current study further integrates PL theories to the basis of entrepreneurship research developed by Covin and Slevin, as in [34]. In the literature of entrepreneurship, innovativeness, risk-taking, and proactive behavior are components of entrepreneurship, which are referred to as having an entrepreneurial attitude or posture [35]. Employees may be encouraged by this mindset to look for creative ways to increase the value of their performance, such as process flexibility, effectiveness, product quality, or effective delivery methods [36]. By bringing these concepts into the public sector, an entrepreneurial mindset or orientation may help with the creation of fresh, original concepts as well as the planning and delivery of public services [37]. As a part of NPM reform, the demand for markets and civil society motivates the public leaders to foster an entrepreneurial spirit [38]. Therefore, public leaders may reshape public service into new forms or structures if they adopt a flexible leadership style as a private enterprise, and public service innovation has become key features of the public sector [39].

Goal congruence has emerged as a new concept in leadership and entrepreneurship research [40]. References [41], [42] imply that the relationship between leadership styles and entrepreneurship can be influenced by the congruence of organizational members' goals. Empirically, it was demonstrated how much the alignment of members' goals reflects the value of innovativeness for that firm. [43]. As a result, the GC has been defined as a cognitive aspect of social capital. This aspect in some manner corresponds to the goals that organizational members have, and these goals converge to form the organization's vision. [44]. In the acceptance phase of the innovation process, however, GC can become a significant barrier [45]. In these uncertain situations, public sector managers are frequently accused of a lack of organizational innovation since their goals at important strategic decision points are incongruent [46]. According to a qualitative study, as in [47] conducted among organizational professionals, the traditional concept of organizational commitment as "a good state of mind" must be replaced with a more comprehensive perspective that incorporates "task-related GC". In doing so, objectives and values are matched, workplace efforts are focused on attaining outcomes and exhibiting creative and innovative behavior. Therefore, this study proposed a machinery that the leadership practice for growing the EO may be contingent on the GC of organizational members, which results in the desire of public leaders to increase innovation in public service.

III. HYPOTHESES

A. *Paradoxical leadership and entrepreneurial orientation*

The degree of flexibility for entrepreneurial activities within an organization is greatly influenced by leadership styles. In an uncertain time, leaders need to manage solid strategic process systems while embracing the risk, innovativeness, and proactivity that constitute entrepreneurial activity [48]. PL has emerged as a leadership behavior that adopts "both controlling and empowering" attributes. This kind of behavior assists businesses in managing an unpredictable environment that requires both stability and adaptability [49]. During the process of public service reform, businesses in the public sector have confronted an unstable environment. Public executives in public organizations appear to be quite ambidextrous in achieving the goals of public service reform by using market methods influenced by New Public Management [50]. The paradox necessitates an entrepreneurial mindset capable of dealing with contradictory situations. While achieving market viability encourages efficiency in pursuit of economic gain, achieving public service missions focuses on effectiveness in addressing social challenges [51]. As such, public managers need to balance the economic and social challenge, so they can use PL to develop an entrepreneurial attitude as a principle of entrepreneurship to figure out the right solutions [52]. In particular, paradoxical leaders with controlling behaviors are best suited for everyday organizational goal attainment, and their empowering behaviors increase the levels of involvement and participation that allows for greater job decisions and creativity. In doing so, paradoxical leaders have become entrepreneurs who know when and how to be administrators and innovators.

Logically, we hypothesized:

H1: Paradoxical leadership is positively related to entrepreneurial orientation.

B. *Entrepreneurial orientation and public sector innovation*

Public entrepreneurship connected with organizational innovation attempts to increase social capital via the delivery of public services, as in [53]. To create new products or services, organizations employ EO as a direction that outlines the decision-making techniques and practices in the readiness to take risks, as well as competitiveness and market proactivity [54]. Innovations in the public sector primarily target administrative procedures, good public service, restructuring, and communication. As a result, both citizens and businesses benefit from a competent and modern public administration in the form of better governance, faster service delivery, and participation in policy making [55]. As an organizational design, EO entails the public organization's general propensity for innovation and innate capabilities such as managerial skills, technologies, and administrative systems [56]. For example, Arzubaga et al., based on data from 230 Spanish family-owned small-to-medium enterprises (SMEs), discovered that an entrepreneurial mindset positively affects innovation performances as in [57]. Iqbal et al. (2021) also revealed a similar conclusion in the predic-

tion of entrepreneurial mindset on innovative activities in Pakistani SMEs. Accordingly, when leadership paves the way for entrepreneurial orientation, people are highly motivated to discover and embrace creative ideas to develop processes and/or services [58]. Under an entrepreneurial strategy, personnel will be ready to take risks [59], so they will go above and beyond their allotted tasks and responsibilities to increase process flexibility. These capabilities can develop specific processes or routines that combine, modify, or renew resources to produce new talents in the public sector as markets change [60]. As a result, EO is viewed as a dynamic skill that supports the identification of creative opportunities in timely, inventive, and market-driven public service [61]. Thus, the following hypothesis is tested

H2: Entrepreneurial orientation is positively related to public sector innovation.

C. Entrepreneurial orientation as a mediator

Leadership and entrepreneurship have been conceptualized as a unique collection of underlying characteristics, actions, and skills [62]. The essential idea is that an entrepreneur (who is also a leader) contributes to original success by his or her risk-taking tendency [63] or her capacity to spot opportunities that others do not [64]. Recently, positive association was established between PL and employee innovation behavior. [65]. This shed light on PSI where entrepreneurial spirit has become a key concept. In this situation, public managers as catalysts for bringing creativity and novelty, scheme and implementation of the innovative idea into public service practice. With an entrepreneurial spirit, those public leaders are moving from stability to flexibility to learning new things and coaching their followers. They may use temporal closeness of concentration and give autonomy to foster synergies and drives innovative performance in public employees [66] and [67]. In the domain of public entrepreneurship, it is suggested that public organizations instill a PL style to activate the entrepreneurial mindset. As mentioned above, paradoxical leaders lead by both empowering and controlling, which communicate an assertive point of view, promoting creative and divergent thinking. On the one hand, they allow different ways in which their public employee accomplish a task; and they encourage their employees to share different ideas as well as motivate risk-taking. On the other hand, they monitor and control goal attainment, establish routines and take corrective actions that give the self-assurance for their fellows with the feeling of "dare to do" innovation. Thus, public managers with a paradox and entrepreneurial mindset adopt a "both/and" thinking and perceive contradictions between multiple demands [68], thereby increasing the number of ideas and solutions considered as innovations in public sector. Accordingly, it is proposed that:

H3: Entrepreneurial orientation mediates the relationship between paradoxical leadership and public sector innovation.

D. Goal congruence as a moderator

Definitions of leadership of all kinds point to several crucial elements, including organizations, goals and people influences [69]. To lead their organizations in a changing world, public managers are more likely to embrace the en-

trepreneurial mentality while their PL style established a long-lasting connections and goal harmony. GC, therefore, interacts with the managers' paradoxical traits, such as their capacity to balance stability and flexibility, in order to foster EO inside their company [70]. When an organizational objective can be effectively linked with the goals of subordinates and superiors, entrepreneurial attitude, such as risk-taking and idea generation, is fostered [71]. Thus, it is proposed that:

H4a. Goal congruence moderates the relationship between paradoxical leadership and entrepreneur orientation, such that the relationship is stronger when the level of goal congruence within the organization is high rather than low.

What is more, when objectives are in line, employees are more committed to the company to which they belong; consequently, they are more likely to devote their time and energy to adopting current procedures as well as actively seeking out new methods to develop processes, goods, and services [72]and [73]. Theoretically, a paradoxical leader is characterized by autonomous leadership, which tends to raise the level of socially-oriented entrepreneurial activities [74]. However, those leaders seem to be consistent with controlling characteristics that can actively participate in problem solving Hence, they aim to establish GC in their public organization to ensure that everyone agrees on how a problem can be fixed. Eventually, it results in a common knowledge of how an entrepreneurial mindset proactively innovates processes and products across personnel. Reference [75] shows the paradigm makes them even more motivated by GC to pursue their organizational endeavors. Because of this, they all gradually pick up on and adjust to the exploratory strategy, acting as entrepreneurs. Thus, a paradoxical leader tends to encourage entrepreneurial behaviors affecting on PSI in an organization when they perceive a high degree of GC. We proposed a hypothesis as follows:

H4b. Goal congruence moderates the mediation of entrepreneur orientation on the relationship between paradoxical leadership and public sector innovation, such that the relationship is stronger when the level of goal congruence within the organization is high rather than low.

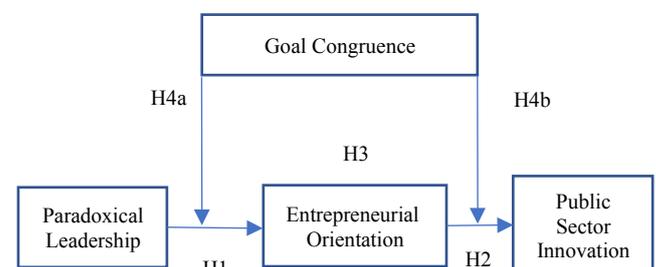


Fig 1: The hypothesized model

IV. METHOD

A. Data Collection

Data was collected from public managers and employees who work for four state agencies in Ho Chi Minh City, southern Vietnam, participated in the current study: Educa-

tion and Training, Healthcare, Culture-Sports & Tourism, Resources & Environment, and Planning & Investment. Public managers and employees were given separate questionnaires. The supervisor surveys were given to 69 public managers, while the subordinate questionnaires were given to 281 of these managers' immediate employees. Each supervisor was asked to rate his or her own leadership styles, as well as the EO and innovation indicators of around four of his/her subordinates. Each subordinate was asked to rank their supervisor's leadership style and to self-rate their own public-sector innovation. Both supervisors and subordinates were asked to rate the congruence of their organization's goals. The surveys with structured questions were cross-sectionally mailed to 20 administrative units of the specified departments of the mentioned-above agencies with the support of the Ho Chi Minh Cadre Academy in the south of Vietnam. As a consequence, 350 completed surveys were received, with 339 retained with 69 teams. Respondents were advised that the survey's purpose was to explore their perceptions of the department's leadership and innovation, and they were assured that their responses would be kept confidential. Individually completed surveys were returned to a box in an administrative unit designated for that purpose.

B. Measure

Four variables in the construct (Fig.1) were measured by scales developed by previous scholars. All the items in the scales are rated on a Likert type with answer categories ranged from 1 (totally disagree) to 5 (totally agree).

1) *Paradoxical leadership*: This variable was assessed using 22-item scale of the original measures developed by Zhang et al., as in [29]. There are five dimensions of PL measured. The first dimension is treating subordinates uniformly while allowing individualization (e.g., *Uses a fair approach to treat all subordinates uniformly, but also treats them as individuals*). The second dimension is "combining self-centeredness with other-centeredness" (e.g., *Shows a desire to lead, but allows others to share the leadership role*). The third dimension is "maintaining decision control while allowing autonomy (e.g., *Controls important work issues, but allows subordinates to handle details*). The fourth dimension is "enforcing work requirements while allowing flexibility" (e.g., *Stresses conformity in task performance, but allows for exceptions*). The last one is "maintaining both distance and closeness" involves four items (e.g., *Recognizes the distinction between supervisors and subordinates, but does not act superior in the leadership role*). This scale had a Cronbach's α of 0.80.

2) *Entrepreneurial Orientation*: An EO scale of 8-items originally devised by Covin and Slevin as in [76] which comprises the three dimensions. First, proactivity consists of two items (e.g., *Our organization is very often the first to introduce new products or services, administrative systems, methods of production, etc*). Secondly, innovativeness consists of three items (e.g., *Our organization has introduced a lot of new products or services in the past five years*). Thirdly, risk-taking consists of three items (e.g., *Our organization has a strong propensity toward getting involved in*

high-risk projects). The measure of this scale has a Cronbach's α of 0.93.

3) *Goal congruence*: To assess the perceived goal congruence, we used Vande Walle's 13-item goal orientation scale was used, as in [77]. This scale identifies three dimensions, learning, prove and avoid. An item example for learning is "I enjoy challenging and difficult tasks at work where I'll learn new skills". For the prove dimension, items consist of organization members' response to "I am concerned with showing that I can perform better than my coworkers". For the avoid dimension, the organization members responded to "I prefer to avoid situations at work where I might perform poorly". This scale had a Cronbach's α of 0.83.

4) *Public sector innovation*: To measure PSI, we used the five items on which is extracted from the Fedview survey for the Office of Personnel Management, as in [78], developed by Asencio and Mujkic in 2016. This is consistent with assessing the extent to which public employees' innovation is encouraged by public leaders. Items included their responses to statements. For example, "I feel encouraged to come up with new and better ways of doing things; and I am constantly looking for ways to do my job better". This scale had a Cronbach's α of 0.87.

C. Analysis strategy

The proposed theoretical model (Fig 1) was examined using moderated mediation analysis, also known as conditional indirect process modeling, by The Hayes PROCESS-macro (Model 8) for SPSS, as in [79] and [80]. Two models were developed to determine if (1) *the effect of PL on EO is dependent on SG levels* and (2) *the effect of PL on PSI via EO is dependent on SG levels*. This method permits the investigation of both the direct and indirect effects of an independent variable on a dependent variable via a mediator, as well as the conditional effects that moderate these associations [80]. All four hypotheses were examined simultaneously. Based on 5,000 bootstrap samples, bias-corrected bootstrap confidence intervals were calculated for conditional indirect effects at the low, average, and high levels since this method has been recommended for testing moderated mediation models [80]. Point estimates were considered significant if the 95 % confidence interval did not contain 0.

V. RESULT

A. Reliability Analysis

The variable goal congruence (GC) is proposed as a moderator at the group level. To build the moderating variable from the group data set, we first calculated IntraClass Correlation (ICC) for a group-level aggregation [81]. Then, the elements on the GC scale would be statistically summed to their mean through the moderated mediation process analysis. According to Table I, ICC represents the proportion of variation attributed to level two. In this study, ICC estimates and their 95% confidence intervals were made using version 24 of the SPSS statistical software. The absolute agreement label was given to the alpha two-way random effects model. The outcome indicated that Cronbach's alpha is 0.932. Therefore, it is reasonable to conclude that the level of reliability is excellent. This study's calculations based on the

ANOVA output revealed an ICC of more than 80% (ICC2 = 0.85), confirming that the within-group agreement is strong.

TABLE I
INTRACLASS CORRELATION COEFFICIENT

Scale and Reliability Statistics				
Mean	Variance	Std. Deviation	Cronbach's Alpha	N of Items
58.78	163.513	12.787	.933	14

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between People	3935.986	337	11.679		
Within People					
Between Items	614.230	13	47.248	59.911	.000
Residual	3455.056	4381	.789		
Total	4069.286	4394	.926		
Total	8005.271	4731	1.692		

Grand Mean = 4.20

Intraclass Correlation Coefficient

	Intraclass Correlation ^b	95% Confidence Interval		F Test with True Value 0			
		Lower Bound	Upper Bound	Value	df1	df2	Sig.
Single Measures	.457 ^a	.407	.508	14.810	337	4381	.000
Average Measures	.922	.906	.935	14.810	337	4381	.000

Two-way random effects model where both people effects and measures effects are random.

- a. The estimator is the same, wther the interaction effect is present or not.
- b. Type A intraclass correlation coefficients using an absolute agreement definition.

After calculating the mean of 14 items within the group data, the researcher aggregates them into a variable labelled SG. The construct then includes four variables being tested: the independent variable- PL, the mediating variable-EO, the dependent variable-PSI and the moderating variable- SG (which was computed from the group data). All of these variables were tested their correlations before putting it together in the expected moderated mediation modelling. Control variables did not involve in this study because they are not relevant.

B. Correlations and Descriptive Analysis

TABLE II
CORRELATIONS

Paradoxical leadership	Pearson Correlation	1	.677*	.349**	.402**
	Sig. (2-tailed)		.000	.000	.000
	N	339	339	339	339
Entrepreneurial Orientation	Pearson Correlation	.677*	1	.456**	.410**
	Sig. (2-tailed)	.000		.000	.000
	N	339	339	339	339
Public Sector Innovation	Pearson Correlation	.349*	.456*	1	.193**
	Sig. (2-tailed)	.000	.000		.000
	N	339	339	339	339
Goal Congruence	Pearson Correlation	.402*	.410*	.193**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	339	339	339	339

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

C. Moderated Mediation Analysis

Based on the moderated mediation model described by Hayes and Preacher in 2013 and their way of analysis, as in [80]. The hypothesis path will be explained step by steps as follows.

Hypothesis Paths: (1) PL => EO; (2)EO => PSI; (3) PL x EO => PSI; (4a) PL x SG => EO; (4b) PL x SG x EO=>PSI

Firstly, the result (in Table III) showed that both PL and SG had a significant effect on EO, and that EO has significant relationship with PSI, ΔR1 = .049, P<0.001. The interaction term of PL-SG effect on EO was also statistically significant, (p<0.005), and the Confident Interval (CI), (-.3031, -.0617) does not contains 0. This test also initially reveals some evidences for conditional indirect effect for a moderation model. Therefore, Hypothesis 1 was supported; PL predicts EO.

TABLE III
ENTREPRENEURIAL ORIENTATION AS A MEDIATOR

Outcome: EO Model Summary							
R	R-sq	MSE	F	df1	df2	p	
.7028	.4939	.4248	108.9669	3.0000	335.0000	.0000	
Model 1							
coeff	se	t	p	LLCI	ULCI		
constant	-2.6340	1.3130	-2.0062	.0456	-5.2168	-.0513	
PL	1.2770	.2434	5.2459	.0000	.7981	1.7558	
SG	1.2499	.3373	3.7054	.0002	.5864	1.9134	
int_1	-.1824	.0614	-2.9716	.0032	-.3031	-.0617	
Product terms key: int 1 PL X SG							

Secondly, the result (in Table IV) illustrate that EO has significant relationship with PSI, ΔR2=0.2555, p<0.001. In this model, the effect of interaction term of SG and PL on PSI in this test is also significant, p<0.001, and the CI (-.5235, -.2035) does not contains 0. This test continues to reveal some evidences for conditional indirect effect for a mediation model. Hence, hypothesis 2 was supported; EO predicts PSI.

TABLE IV
PUBLIC SECTOR INNOVATION AS AN OUT COME

Outcome: PSI Model Summary							
R	R-sq	MSE	F	df1	df2	p	
.5055	.2555	.7273	28.6552	4.0000	334.0000	.0000	
Model 2							
coeff	se	t	p	LLCI	ULCI		
constant	-5.3025	1.7282	-3.0683	.0023	-8.7021	-	
1.9030							
EO	.3872	.0715					
5.4169	.0000	.2466	.5279				
PL	1.5264	.3313	4.6071	.0000	.8747		
2.1781							
SG	1.9610	.4503	4.3550	.0000	1.0753		
2.8468							
int_2	-.3635	.0814	-4.4685	.0000	-.5235		
-.2035							
Product terms key: int 2 PL X SG							

Thirdly, as shown in (Table V), the boost trapping test revealed a conditional indirect influence of PL on PSI at EO levels. The test result demonstrates that CI do not contain 0 (.1461,.3465;.1162,.3087;.0763,.2870) for the three various levels of EO from low to average to high. As a result, EO's mediating role is critical. *Hypothesis 3 was supported: PL and EO predict PSI.*

TABLE V
DIRECT AND INDIRECT EFFECT

Conditional direct effect(s) of X on Y at values of the moderator(s):							
SG	Effect	SE	t	p	LLCI	ULCI	
	3.6445	.2015	.0708	2.8481	.0047	.0623	.3407
	4.1999	-.0003	.0669	-.0051	.9959	-.1320	.1313
	4.7552	-.2022	.0896	-2.2560	.0247	-.3785	-.0259
Conditional indirect effect(s) of X on Y at values of the moderator(s):							
Mediator	SG	Effect	Boot SE	BootLLCI	BootULCI		
EO	3.6445	.2371	.0511	.1461	.3465		
EO	4.1999	.1979	.0491	.1162	.3087		
EO	4.7552	.1587	.0528	.0763	.2870		
Values for quantitative moderators are the mean and plus/minus one SD from mean; Values for dichotomous moderators are the two values of the moderator.							
Indirect effect of highest order product:							
Mediator	Effect	SE(Boot)	BootLLCI	BootULCI			
EO	-.0706	.0308	-.1420	-.0180			

Fourthly, in Table V, the test revealed the conditional direct influence of PL on EO at GC levels. There is no 0 in the confidence interval (-0.3785, -0.0259), showing that the moderating effect of SG is significant. With low leader-employee GC, the test findings showed that the confidence interval (.0623,.3407) did not contain 0, showing that the moderating influence of SG is substantial. Consequently, *hypothesis 4a was supported. GC moderates the relationship between PL and PSI, provided that a high GC boosts the link, but a low GC also enhances it.* Additionally, there is a new evidence that the relationship is negative if the GC level is average, as seen CI (-0.1320,0.1313) contains 0; so, the relationship is not statistically significant.

Finally, the leader-employee GC moderated the mediation impact of EO on the relationship between a leader's PL and an employee's PSI. This can be seen in Table VI as measured by a bootstrap sample of 5,000, CI (-.1420,-.0180) did not have 0. Level of confidence is 95.00 %. Thus, *hypothesis 4b was supported.*

TABLE VI
INDEX OF MODERATED MEDIATION

Mediator	Index	SE(Boot)	BootLLCI	BootULCI
EO	-.0706	.0308	-.1420	-.0180

Notes: Number of bootstrap samples for bias corrected bootstrap confidence intervals: 5000; Level of confidence for all confidence intervals in output: 95.00 %

Overall, the index for moderated mediation (Table VI) support the construct presented in this study, the ICs of that particular index do not have a 0 in it, so it is evident for the indirect effect. A report of the analysis result with the model 8 PROCESS via SPSS can be seen in Fig 2. The plotting graph of the moderated mediation effect on PSI is visualized in Fig 3

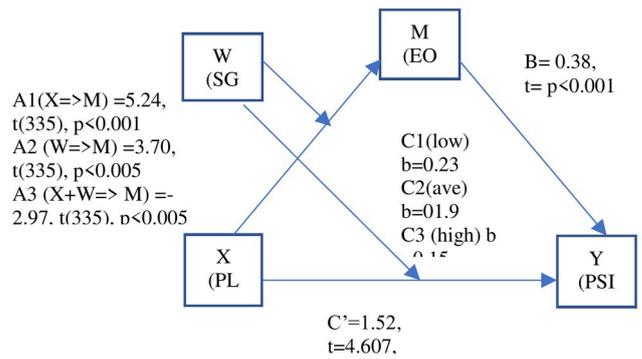


Fig 2: Report the analysis result with the model 8 process

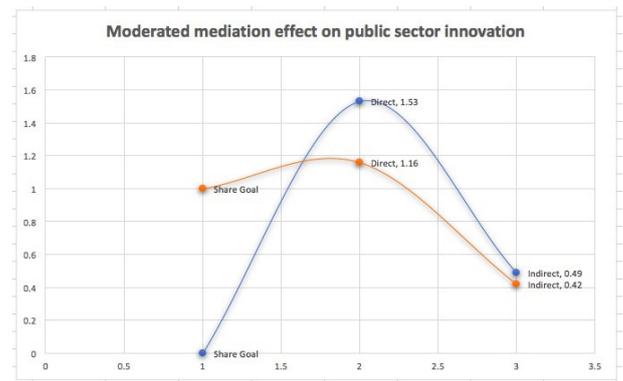


Fig 3: The moderated mediation effect on public sector innovation

VI. DISCUSSION AND CONCLUSION

A. Discussion

While leadership and entrepreneurship are regarded as important variables in determining innovation, the extent to which the constructs are interrelated as well as dependent on the public sector contextual environment is less well known. In response, this study investigates the interaction of public managers' PL and EO with public employees' perceptions of innovation at various levels of GC. The study verified the assumption that PL of managers predicts their entrepreneurial mindset, which leads to staff creativity in public organizations. More precisely, the study discovers that the process of PSI in Vietnam is difficult to achieve without the PL abilities of public managers chosen to promote an entrepreneurial mentality in order to encourage public employees' innovativeness. As a result, the research design gives insights into the backdrop of Vietnam's public sector in the country's rising economy. Previous research has found relationships between leadership and entrepreneurship [82] and leadership and PSI as in [83]. This study confirms the precursor role of paradoxical-entrepreneurial leadership and identifies a new result- *public sector innovation.*

The examination of a moderated mediation model—that links PL, EO, GC and PSI—provides support for a paradoxical perspective, as in advanced e.g. by Zhang and his colleagues, mentioned above in [7]. Thus, the study considers that PL is manifested by the balance influences: control and autonomy, stability and flexibility, and overall vigor in situations of reforming public service. This can be effective no

matter how high the level of organizational GC is. As long as public employees are provided a working environment in which the entrepreneurial activities are applied to obtaining resources, there will be an exploring opportunities for innovation. Additionally, in such context of low GC, the managers are facilitated in seeking to motivate employees to give of their best understanding of GC in support of the leadership and the innovation progress. This study is in line with several research on the relationship between PL and EO e.g. [84], [85], and [86]

The study initially finds that with higher GC, public managers are more likely to rely on their PL skills and more likely to be motivated to build EO for their organizations. As such, the managers end up with enriching employees' way of working, to reform rules and procedures, to create a knowledge sharing environment and to enhance people's work motivation (an integrated framework of PSI). However, this result prompts the assumption that in situations when the GC are ill-defined, paradoxical managers are also more resilient to foster EO in building relationships with their employees for coaching new approaches and work in new ways. This finding reveals that leaders adopt PL styles have a capacity to maintain their entrepreneurial direction even when their organization's goal does not coincide with. In reality, perfect congruence between individual goals and organizational goals does not exist. So, regardless the imperfection, whether GC is high or low, paradoxical leader remain their commitment to PSI by applying entrepreneurship. Nevertheless, in order to test these judgments, further studies are required.

The findings of this study can suggest a solution for governments in developing countries that are prone to the failure in the face of public administration reform [87]. PSI cannot be successful without fully present public leadership. To get there, leadership must become more paradoxical in practice, and public leaders should start adopting NPM as their managerial philosophy that had employed by the private sector. In doing so, public administration has aimed at generating efficiency, reducing costs and achieving effectiveness in service delivery. However, the change from old public administration to NPM, in practice, is not an easy task because it requires public leaders to involve entrepreneur models, to have sufficient aptitude and to face organizational circumstances different from or inconsistent with their existing traditional system [88]. Therefore, the framework of this study can be adopted in such a way that the paradoxical approach in leadership challenges bureaucrats to become entrepreneurs and challenges them to balance dyad organizational elements to create an innovative environment for public employees [89]. At the same time, public employees are also required to endorse public interest by enforcing regulation while they have to take initiatives to meet the need of citizens as customers in the market. Thus, this practice endures paradoxical tensions that need to have the balance between markets and government [90]. Applying this study framework, the public managers can adopt paradoxical behaviors which are considered to strengthen subordinates' proactivity, innovativeness, and risk-taking to achieve organizational goals. Additionally, an EO can be considered as a vital component to assist PSI together with GC, in the long

run, that hold people together and allows public managers to coordinate their efforts and work together for mutual benefits.

B. Conclusion

In the context of Vietnam's rising market economy, this study explored appropriately the relationship between entrepreneurial attitude and PL under the condition of collective GC. Investigating the public sector, the study confirms the impact of PL on PSI through EO as the optimal strategy for public sector innovation. The fact that the results of this study were the same as those of other studies shows how important it is to have both PL skills and an entrepreneurial mindset.

The study also reveals that a sense of PL and organizational GC moderate the public sector's potential to create innovative achievements among individuals involved in the innovation process. The study discovered that entrepreneurial orientation, as evaluated by innovativeness and proactivity, may be the outcome of PL influence on the ambiguity of GC. Thus, paradoxical managers can increase EO by instilling a spirit of innovation and initiative in public personnel. These paradoxical leaders are likely adapted at seeming sincere and trustworthy in order to persuade their followers to support the entrepreneurial orientation. Despite appearing aggressive and able to handle confrontation, they will conform adequately to attain social acceptance.

The study suggests intriguing avenues for future research. In particular, the interrelationships between PL, EO, and GC in relation to their contribution to innovation in the public sector was investigated. Additional research investigating the direction of causality would be requested; and a further qualitative explanatory study would be invited. Moreover, Vietnam's socioeconomic and cultural expectations are the focus of this study, so in this context, the study has highlighted how individuals in public sector exercise PL in social relationships. Extending the study to different geographical cultures (and/or different sectors) and comparing the findings to such differences will definitely yield enlightening results.

The research is restricted to a cross-sectional design with a small sample size; therefore, future research could evaluate the long-term effects of the variable association using a larger sample size from the community in order to boost generalizability. The survey's scope suggests a degree of restriction. On a conceptual level, the analysis of PL is limited to an emphasis on "both autonomy and control" and "both flexibility and stability". On a methodological level, the paper's questionnaire survey approach also has limitations, such as the necessity to substitute a long-term evaluation of GC within groups. In addition, the study relied heavily on replies from public managers and employees, whose views were interpreted as representative of entrepreneurs in general. Thus, the extensive breadth of the study necessitates constraints; and so additional research can be conducted to explain the rationality of the findings.

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