

The Impact of Hybrid leadership on Employee performance in Textile Sector of Pakistan

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Abstract

This study tried to inquire the impact of hybrid leadership on employee performance because the hybrid leader may include both instrumental and expressive traits. In this study, mediation role of job satisfaction between hybrid leadership and employee performance is also being inquired. This study will provide a guideline to numerous leaders in considering the fusion of both masculine and feminine traits for attaining organizational goals. This survey is based on questionnaire and data is collected from 150 top and middle level managers of textile sector organizations located in in Faisalabad. The results of this study reveal that hybrid leadership and employee performance are significantly correlated under mediation of job satisfaction. Results reveal that if leader's instrumental and expressive traits will be higher, and then employee's performance will also be high. Thus, all the hypotheses showed significant results. This study will guide leaders of organizations to figure out the role of hybrid leadership to train employees for the forthcoming cut-throat challenges in international business competition.

Keywords

Hybrid Leadership, Employee Performance, Task Performance, Contextual Performance, job Satisfaction, Organization Environment

Background Information

In highly competitive environment globally, of textile sector of Pakistan is also striving towards excellence and a leadership style is prerequisite to achieve competitive advantage. To cope with rapid changing and dynamic business conditions world needs renaissance leaders. Webster defined “renaissance” as a “rebirth” and a “revival”. The role of hybrid leadership is different from any other leadership in many ways because hybrid leader has traits of both masculine and feminine leader. This leadership style will help to learn the employee behavior as well as attitude. In the 21st century, strong leadership is necessary to make the organization sailing smoothly. In other words hybrid leadership has a fusion of qualities and abilities of masculine and feminine leadership. The present environment is creating employer/employee relationship bitter and disconnects. These changes work as a stimulus for leaders and managers to conversion from purely supervisory functions to coach and mentor role. Now organizations need to rebuild employee trust and also need to find modern ways to reconnect the employee/employer relationship. Hybrid leadership wants to see their followers to perform at optimal level (Sargent, 2007). Hybrid leaders who own both the masculine and feminine traits wish their followers to construct positive aptitude and improve the organizational performance (Bolden, 2011). It is the time for new generation of leaders. Consequently, employees along with organizations are ready to experience phenomenal career success by adopting a new leadership style, i.e., hybrid leadership. Leadership remains one of the momentous and contextual influencers on employee’s capacity building (Chen et al., 2007). Mustafa & Lines (2012) proposed that followers’ masculinity– femininity values moderated the relationship between structural, human resource and political leadership on employees’ performance. Moreover, transformational leadership strives to create new opportunities for employees in an organization, whereas transactional style works off with existing structure (Tucker et al., 2004).

Problem Statement

Now a day’s organizations are striving towards decentralization and employees of the organizations are expecting their leaders should exhibit cooperation role. Now there is a need to improve the organization performance to meet their competitors especially in the textile sector of Pakistan. Hybrid leadership is the way to enhance the organization efficiency towards achieving the organization’s objectives. Now a day, the role of male as well as female is pivotal in corporate world. So, hybrid leadership have both masculine and feminine characteristics which tended to influence the competence of employees to achieve their organizational objectives. Therefore, hybrid leadership style is the most appropriate for achieving high performance in textile sector organizations in Pakistan.

Significance Of Study

This research is going to improve employee performance through a new leadership styles i.e Hybrid leadership. This study is depicting positive impact of hybrid leadership on employee performance. This study helps the organization leader to adopt a new style of leadership to solve organizational issues to achieve organizational objectives. There are many other problems faced by textile sector organizations in Pakistan which is affecting productivity. Energy crises, Unemployment, technology and competitors are most prominent problems in the textile sector organizations of Pakistan. According to Pakistan Bureau of Statistics (PBS), trade statistics during the fiscal year 2015-16, textile sector of Pakistan experienced a massive decline. According to PBS, Pakistan textile export is declined 7.42

percent from 2015 to 2016. The adoption of hybrid leadership style in the textile sector organizations can resolve textile sector organization's problems. This study is an important contrivance for senior leaders in implementing strategies successfully by realizing the employee behavior.

The aim of hybrid leadership is to improve performance of employee by adopting a new leadership approach. The implementation of hybrid leadership style in an organization will improve satisfaction level of employees.

Statement Of Purpose

Hybrid leadership style is gauged from the fact that organizations are lurching towards decentralization and employees are expecting that their leaders should exhibit cooperative role rather than supervisory. Therefore, hybrid leadership would align the leadership behaviors in consonance with growing decentralization and awareness among the employees. This study is helpful for organization to enhance employee performance and motivation level.

Literature Review

Hybrid leadership

Leaders of 21st Century requires focus on the company's greatest asset; its people. The leadership styles, traits, behaviors and components needed to advance the 21st century workforce. They represent the aspect of the leadership development called hybrid leader (Bourgeois, 2004). Hybrid leadership is the blending of gender leadership strengths in a much more impressive and effective manner (Bourgeois, 2004). Mitchell (2002) stated that hybrid leadership played an important role in capacity building of employees in terms of performance. Bourgeois (2013) analyzed that numerous elements formed hybrid leadership which ultimately influenced the employees' performance. Cardno & Youngs, (2013) explained hybrid leaders have both masculine and feminine attributes which turn to influence the capabilities of employees. Bourgeois (2013) said that employee's capacity building was largely due to mixture of various elements of masculine and feminine traits and this affected employees' attitudes and behaviors towards performance. Schuh, S. C., Zhang, X.-a., & Tian, P. (2013) elucidated that hybrid leader had gained energy for the purpose of building capacity among organization employees. The organization is a platform where the connection between the hybrid leadership and employee's capacity building lean the balance of power (Richard et al., 2009). Hence, the organizations need to groom leaders with skills and capabilities that are deemed essential for enhancing organizational and employee's performance. Sargent (2007) defined that hybrid leader's beliefs regarding employees had a strong effect on employee's motivation towards their performance. It is also indicated that a dose of training programs within the organizations for the purpose of increasing hybrid skills within men and women would aid to become effective leaders by giving open-ended path to progress and development (Sargent, 2007). Park (1997) explained that for achieving high performance in organizations, hybrid leadership style could be the most appropriate. Park (1997) also outlined three principles for hybrid leaders: 1. Hybrid Leader will have broader range of possible responses for any situation; 2. Hybrid Leaders would have the ability to access different situations and to define the most suitable response; 3. Hybrid Leaders would have more success in their encounters with the world than other leaders. Previous research explained that American and African leaders had adopted a range of hybrid traits; relationship-orientation, skill-based, people-orientation, willingness to take responsibility for

action, decisiveness, quickness of decision-making, communication, engendering trust, delegation of authority, responsibility, and reflective qualities (Waring, 2003).

Korabik (1990) has explained that successful women leaders in male dominated organizations incline to use a blend of female and male-dominated leadership traits. However, it was an imperative to check the cross cultural hybrid leadership traits. Spence and Helmreich (1978) explain that hybrid leaders had greater self-esteem and social competence, more empathy, high levels of achievement motivation, more educational aspirations, lesser aggression and dominance, greater egalitarian and gender role attitudes. Westkott (1989) determined that the most influential and successful corporate leaders seemed to be hybrid who were greatly valued in feminine and masculine quality. Youngs (2013) proposed that hybrid leadership was a manner that enhanced the organizational performance by capacity building of employees. Bourgeois (2013) said that hybrid leadership was the mixture of male and female leadership behaviors. Hybrid leadership involves in building employees ability that improves organizational performance (Eden & Shamir, 2002). Korabik (1990) said that hybrid leadership was constituted of instrumental and proactive characters. These traits not only help leaders to build relationship with employees but also help to improve their capacity to tackle complex tasks.

A meta-analysis was conducted by Lord, De Vader and Alliger (1986) to evaluate the relationship between leadership and personality. Lord et al. (1986) determined that there were significant correlations between leadership perceptions and intelligence, masculinity and dominance. So, according to findings of Lord et al. (1986) hybrid leadership style support the trait theory of leadership.

Employee performance

Employee performance defined financial or non-financial effect of the employee which is directly associated with organization's performance and its success. Many previous studies expressed significant way to increase employee performance employee engagement. Christian et al., (2011) suggest that the existence of high levels of employee engagement improves the job performance, task performance, organization citizenship behavior, discretionary effort, productivity, continuance commitment, affective commitment and customer service.

There are two types of job performance; task performance and contextual performance Motowidlo et al. (1997).

Task Performance. Task performance is also described as In-role performance. Task performance indicates the technical characteristics of an employee's job. It reveals individual execution of the tasks required in job (Borman and Motowidlo, 1997). Task behaviors positively contribute towards conversion of raw materials into final goods or services (Motowidlo et al., 1997). Organ and Paine (1999) described task performance "part and parcel of the workflow that transforms information, materials, and inputs of energy into outputs in the form of goods and services to the external constituency." Task activities usually vary from job to job but contextual activities are remained common to various jobs (Motowidlo and Schmit, 1999).

Contextual Performance. Contextual performance describe as employee behaviors that are not directly beneficial for particular tasks or responsibilities but indirectly helpful in productivity (Motowidlo and Van Scotter, 1994). Contextual performance supports the

organizational, psychological and social environment, rather than the organization's technical core (i.e. activities linked to the goods/services which are an organization produces). However, it is the most essential factor in organizational achievement as it is mainly voluntary and depends on self-control. The present research is therefore aimed at possible merits of self-control necessary for contextual performance.

Organizational Environment

Organizational environment illustrate the traits and characteristics of an organization. Environment of an organization also has an impact on employee motivation and employee performance (Srivastav, 2006). Research reveals that specific features of an organization's environment cause employee deviance (Henle, 2005). Organization's existence is at stake when it works in an instable environment. Meanwhile the members of organization may have a very poor understanding of both the changes arises in the outer environment and how to respond to these changes. When organization faces a complex situation then members of the organizations have no other option but to depend on a leader who provides a vision and traits necessary for organization survival. An instable organizational environment does not necessarily generate a new interpretation but revise a significant part of the structures that have been used to make interpretations in the past, make them ineffective (Bogner and Barr, 2000). Researches describe that when the outer environment of the organization is instable then the existence of the organization is at stake.

Job Satisfaction

Locke (1976) said that job satisfaction as the positive emotional state which is resulting from the appraisal of one's experience at job. Job satisfaction focuses on self-evaluation of employee's opportunities in the organization, relationships with co-workers and supervisors, reward at job comprising on salary, growth at work and working conditions of the organization (Spector, 1997). Job satisfaction is explained as the difference between what an individual desires in a job and what in really he/she has in a job (Locke, 1976). There is significant relationship between the employee's perception of getting rewards and job satisfaction (Brief, 1998). It is proposed that satisfied individuals increase their performance (Drydakis, 2015; Spector, 1997; 2008). Previous Studies also determine job satisfaction change employee's perceptions towards productivity, turnover intentions, absenteeism, and organization commitment (Green, 2010).

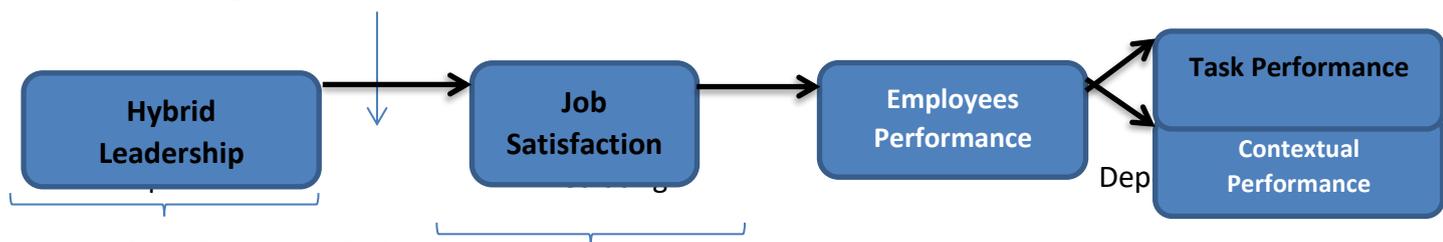
Nazir, B. (2014) demonstrated that hybrid leadership is important in enhancing employees' capacity building. Moreover he explained the gap in the research by menting that future research might examine the effectiveness of hybrid leaders and their impact on employees' performance. In this research paper we fill this resarch gap and examin the employee performance by task and contextual performance.

Theoretical Framework

By reviewing the literature following theoretical framework is build.



Moderating



RESEARCH QUESTIONS

By keeping in view of theoretical framework following research questions are generated

1. What is the impact of HL (Hybrid leadership) on TP (task performance) in the textile sector of Pakistan?
2. What is the impact of HL (Hybrid leadership) on CP (contextual performance) in the textile sector of Pakistan?
3. What is the relationship between HL and TP under the mediation role of JS (job satisfaction) in the textile sector of Pakistan?
4. What is the relationship between HL and CP under the mediation role of JS in the textile sector of Pakistan?
5. What is the relationship between the HL and TP under the mediation role of JS and moderation impact of OE (organization environment) in the textile sector of Pakistan?
6. What is the relationship between the HL and CP under the mediation role of JS and moderation of OE in the textile sector of Pakistan?

OBJECTIVES OF STUDY

By taking into account the above research questions following objectives are achieved.

- To explore the impact of HL on TP in the textile sector of Pakistan.
- To explore the impact of HL on CP in the textile sector of Pakistan.
- To investigate the relationship between HL and TP under the mediation role of JS in the textile sector of Pakistan.
- To investigate the relationship between HL and CP under the mediation role of JS in the textile sector of Pakistan.
- To inquire relationship between the HL and TP under the mediation role of JS and moderation of OE in the textile sector of Pakistan.
- To inquire relationship between the HL and CP under the mediation role of JS and moderation of OE in the textile sector of Pakistan.

Hypothesis

By considering above mentioned objective of research, following hypothesis will develop.

H1: There is a positive relationship between HL and TP.

H2: There is a positive relationship between HL and CP.

H3: There is a positive relationship between HL and TP under the mediation role of JS.

H4: There is a positive relationship between HL and CP under the mediation role of JS.

H5: There is a relationship between the HL and TP under the mediation role of JS and moderation of OE.

H6: There is a relationship between the HL and CP under the mediation role of JS and moderation of OE.

Scales And Questionnaire

To measure the variables different scales are used. In section one (demographic); the nominal and ordinal scales are used for first four questions. The scale will use to measure section two of the questionnaire. The instrumentality and expressiveness is Hybrid leadership is measured by using five items and adopted from Spence, Helmreich & Stapp, (1973). The employees' contextual performance is measured by using 5 items by a scale developed Motowidlo & Van Scotter (1994). Employee task performance is measured by Six items and scale developed by Williams and Anderson (1991). Organization environment will measure by 6 items and scale developed by Friis (1981). Job satisfaction question will adopt from Paul E. Spector (1994) and measure by 7 items. The variables will measure based on 5 point Likert scales ranging from 1-5 that shows that 1 means strongly disagreed and 5 strongly agreed.

Methodology

For getting better understanding of the impact of hybrid leadership on employee performance, the nature of study is empirical. The respondents of the study are of manager working in strategic positions such as at top and middle level in textile organization of the Faisalabad.

Sample size of this study is 150. For data collection, survey based questionnaire is distribute among respondents of textile sector organizations located in Faisalabad. All the questions are explained to the respondents before administering the questionnaire, so that respondents fill in the questionnaires comfortably and easily. One questionnaire is given to each respondent. Total 160 questionnaires are distributed among the managers and 150 are fairly attempted with response rate of 93.75%.

The participants are selected randomly. This means that the distribution is random and no individual is specifically targeted while administering the surveys. Mid and lower level managers whenever deems necessary are requested to facilitate in distribution and collection of questionnaires. To check the relationship of variables correlation test used and Regression analysis used to check the strength of relationship of variables. For testing our hypothesis SPSS 21.0 software is used.

Demographic Factor		
	F	%
Gender		
Male	122	81.3
Female	28	18.7
Age		
16-25	13	8.7
26-35	82	54.7
36-45	41	27.3
Above 45	14	9.3
Qualification		
Matric	2	1.3
Intermediate	6	4.0
Graduation	46	30.7
Master	75	50.0
MS/M,phill	20	13.3

Ph.D	1	.7
Department		
HRM	14	9.3
Finance	33	22.0
Marketing	34	22.7
IT	21	14.0
Other	48	32.0

Frequency and percentage of demographic variables (N=150).

For Gender, there were 122 participants that fell into the category of male with 81.3%. There were 28 participants that fell into the category of female with 18.7%.

For Qualification, there were 75 participants that fell into the category of Master with 50% and 46 participants that fell into category of graduation with 30.7%. Further 20, 6, 2, 1 participants fall into the category of MS/Mphil, Intermediate, Matric and Phd. respectively with cumulatively 19.3 %.

For Age, there were 82 participants that fell into the category of 26-35 with 54.7% and 41 participants that fell into category of 36-45 with 27.3 %. Further 14, 13 participants fall into the category of above 45 and 16-25 respectively with cumulatively 18 %.

For department, there were 34 participants that fell into the category of Marketing with 22.7% and 33 participants that fell into category of Finance with 30.7%. Further 21, 14, 48 participants fall into the category of IT, HRM and Others respectively with cumulatively 55.3 %.

Reliability Test

	Hybrid Leadership	Task Performance	Contextual Performance	Job Satisfaction	Organization Environment
Cronbach's Alpha	.816	.821	.812	.851	.694

According to above Table Cronbach's Alpha value of Hybrid leadership, Task Performance, Contextual Performance, Job Satisfaction, Work Satisfaction and Organization Environment is 0.816, 0.821, 0.812, 0.851, 0.802 and 0.694 respectively. The above Table shows the values of Cronbach's Alpha is greater than 0.7, which demonstrates the reliability of data. It shows that the research instrument and its results are reliable.

Correlations

	1	2	3	4
Hybrid Leadership				
Task Performance	.701**			
Contextual Performance	.642**	.740**		
Job Satisfaction	.557**	.654**	.599**	
Organization Environment	.193	.205*	.204*	.205*

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

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

Table depicts that hybrid leadership is positively linked with Task performance with a value of .701, which is strongly significant at 1%. The table also shows that contextual performance is positively associated with hybrid leadership with a value of .642. Similarly, job satisfaction is positively associated with hybrid leadership with a value of .557.

Further Task performance is positively associated with contextual performance with a value of .740. Similarly, job satisfaction and organization environment is also positively associated with task performance with a value of .654 and .205 respectively. Table also shows that job satisfaction and organization environment are positively associated with Contextual performance with a value of .599 and .204 respectively. Job satisfaction is positively correlate with organization environment with the value of .205.

Model Summary^b

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
1	.701 ^a	.492	.488	.59041	1.849

a. Predictors: (Constant), Hybrid Leadership

b. Dependent Variable: Task Performance

Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
		B	Beta		
1	(Constant)	.872		6.324	.000
	Hybrid Leadership	.619	.701	11.971	.000

In Table R square depicts that hybrid leadership has 49.2% impact on Task Performance of employees which shows that a significantly impact of hybrid leadership on task performance. To check the nature of correlation among the variables Durbin-Watson is calculated, which describes either correlation is positive, negative or zero. The value of Durbin Watson is 1.849 which is less than 2, it depicts that there is significant positive correlation among Hybrid leadership and Task performance.

$$Y = b_0 + bX$$

$$\text{Task Performance} = .872 + .701 (\text{Hybrid Leadership})$$

This equation shows that one unit change in Hybrid leadership is increased the 1.573 units of task performance.

Model Summary^b

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
1	.642 ^a	.412	.408	.65356	1.536

a. Predictors: (Constant), Hybrid_Leadership

b. Dependent Variable: Contextual_Performance

Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
		B	Beta		
1	(Constant)	.936		6.129	.000

Hybrid_Leadership .583 .057 .642 10.174 .000
 a. Dependent Variable: Contextual_Performance

In table R square depicts that hybrid leadership has 41.2% impact on Contextual Performance of employees which is also a significantly impact and confirming our proposition. To check the nature of correlation among the variables Durbin-Watson is calculated, which describes that correlation is either positive, negative or zero. The value of Durbin-Watson is 1.536 which is less than 2, it depicts that there is significant positive among Hybrid leadership and contextual performance.

$$Y = b_0 + bX$$

$$\text{Contextual Performance} = .936 + .642 (\text{Hybrid Leadership})$$

This equation shows that one unit change in Hybrid leadership is increased the 1.578 units of contextual performance.

Model Summary^b

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
1	.557 ^a	.310	.305	.69486	1.336

a. Predictors: (Constant), Hybrid_Leadership

b. Dependent Variable: Job_Satisfaction

Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
		B	Beta		
1	(Constant)	1.170		7.207	.000
	Hybrid_Leadership	.497	.557	8.157	.000

Furthermore, to check the impact of Hybrid Leadership on Job satisfaction and simple linear regression analysis was applied and results shows that hybrid leadership has 31% impact on Job satisfaction. To check the nature of correlation among the variables Durbin-Watson is calculated, which describes that correlation is either positive, negative or zero. The value of Durbin-Watson is 1.336 which is less than 2, it depicts that there is significant positive correlation among the study variables.

$$Y = b_0 + bX$$

$$\text{Job satisfaction} = 1.170 + .557 (\text{Hybrid Leadership})$$

This equation shows that one unit change in Hybrid leadership is increased the 1.727 units of Job satisfaction.

Mediation modearion analysis (ANDREW .F.Hyes)

Model Summary							
R	R-sq	MSE	F	df1	df2	p	
.5822	.3389	.4690	24.9499	3.0000	146.0000	.0000	

Model	coeff	se	t	p	LLCI	ULCI
constant	1.5240	.6295	2.4212	.0167	.2800	2.7681
HL	.2007	.2317	.8662	.3878	-.2572	.6586
OE	-.1169	.2337	-.5000	.6178	-.5788	.3451

int_1 .1058 .0839 1.2606 .2095 -.0601 .2716

Interactions:

int_1 HL X OE

Outcome: CP

Model Summary

R	R-sq	MSE	F	df1	df2	p
.7045	.4964	.3681	72.4434	2.0000	147.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.5181	.1648	3.1443	.0020	.1925	.8438
JS	.3571	.0718	4.9757	.0000	.2153	.4989
HL	.4053	.0640	6.3322	.0000	.2788	.5318

***** DIRECT AND INDIRECT EFFECTS *****

Direct effect of X on Y

Effect	SE	t	p	LLCI	ULCI
.4053	.0640	6.3322	.0000	.2788	.5318

Conditional indirect effect(s) of X on Y at values of the moderator(s):

Mediator

	OE	Effect	Boot SE	BootLLCI	BootULCI
JS	1.8062	.1399	.0508	.0535	.2520
JS	2.5644	.1685	.0427	.0965	.2631
JS	3.3226	.1972	.0489	.1144	.2996

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.

***** INDEX OF MODERATED MEDIATION *****

Mediator

	Index	SE(Boot)	BootLLCI	BootULCI
JS	.0378	.0338	-.0225	.1106

***** ANALYSIS NOTES AND WARNINGS *****

Number of bootstrap samples for bias corrected bootstrap confidence intervals:

1000

Level of confidence for all confidence intervals in output:

95.00

Conclusion

After analysis we reached to the conclusion that there is a significant relationship between hybrid leadership and employee performance. Higher the hybrid leader traits greater will be the employee performance. This study makes contribution to ongoing research on a new leadership style i.e. hybrid leadership. Moreover, this study measures the impact of blend of masculine-feminine traits on employees' performance in textile sector organizations of Pakistan. These characteristics of hybrid leaders are highly valued and supported by followers in increasing employee performance. Prior studies have focused on these traits separately but in this research study we have made a blend of these characteristics to observe their impact on employees' performance. According to the results of this study, there is significant correlation between hybrid leadership and employee performance.

Practical Implications

No research is without some implication. This study will help leaders to understand the employees thinking towards their leader and can help leaders to make better and informed decision. In this way leaders will realize the importance of instrumental expressive behavior which is very effective in satisfying employees and enhancing their performance. Leadership performance is important because leaders at both senior level and immediate levels are counseled to tie employee satisfaction with the organizational success. It is very important driver for senior leaders to engage employees for implementing strategy successfully and making the organization successful. For immediate managers, key engagement drivers comprise on showing employees how their working contributes in organizational success and providing them the support they need to perform their job well. So, leader's instrumental expressiveness can play an astonishing role in making employees as company's man and satisfying their need.

Study Limitations

The current investigation demonstrated that hybrid leadership is important in enhancing employees' performance and as well as employee satisfaction. However, the research is not without certain limitations. One of the limitations is that in this research, we check the impact of hybrid leaders on employee's performance which has been testified using a sample of respondents from Top and middle level managers of textile organizations in one major textile city Faisalabad, Pakistan. Further studies can be extended in different cities to check the generalized effect of hybrid leadership across country. Moreover, our hypothesis and theory are not restricted by cultural characteristics; it would be useful to study how our results generalize to other cultural contexts. Future research might observe the effectiveness of the mixture of proactive and reactive characters of leaders and their impact on employees' performance. The future research might comprise on the sample of only female respondents and examine how it affects hybrid leadership.

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