CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY, ISLAMABAD

The Missing Link Between Leaders Personality and Followers Outcomes: A Multilevel Perspective of the Paradoxical Leader Behaviors

by

Erum Ishaq

A thesis submitted in partial fulfillment for the degree of Doctor of Philosophy

in the

Faculty of Management & Social Sciences
Department of Management Sciences

2021

The Missing Link Between Leaders Personality and Followers Outcomes: A Multilevel Perspective of the Paradoxical Leader Behaviors

By

Erum Ishaq

(DMS163001)

Dr. Mohd Anuar Bin Arshad, Senior Lecturer,
University Sains Penang, Malaysia
(Foreign Evaluator 1)

Dr. Inam Ul Haq, Senior Lecturer
Monash University, Malaysia
(Foreign Evaluator 2)

Dr. Sajid Bashir
(Thesis Supervisor)

Dr. Mueen Aizaz Zafar
(Head, Department of Management Sciences)

Dr. Arshad Hassan
(Dean, Faculty of Management & Social Sciences)

DEPARTMENT OF MANAGEMENT SCIENCES
CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
ISLAMABAD
2021

Dedicated to my beloved father

Mohammad Ishaq

The reason for who I am today

CAPITAL UNIVERSITY OF SCIENCE & TECHNOLOGY
ISLAMABAD

Expressway, Kahuta Road, Zone-V, Islamabad
Phone:+92-51-111-555-666 Fax: +92-51-4486705
Email: info@cust.edu.pk Website: https://www.cust.edu.pk

CERTIFICATE OF APPROVAL

This is to certify that the research work presented in the thesis, entitled "**The Missing Link Between Leaders Personality and Followers Outcomes: A Multilevel Perspective of the Paradoxical Leader Behaviors**" was conducted under the supervision of **Dr. Sajid Bashir**. No part of this thesis has been submitted anywhere else for any other degree. This thesis is submitted to the **Department of Management Sciences, Capital University of Science and Technology** in partial fulfillment of the requirements for the degree of Doctor in Philosophy in the field of **Management Sciences.** The open defence of the thesis was conducted on **January 25, 2021.**

Student Name : Erum Ishaq (DMS163001)

The Examination Committee unanimously agrees to award PhD degree in the mentioned field.

Examination Committee :

(a) External Examiner 1: Dr. Khurram Shahzad,
Professor
Riphah Int. University, Islamabad

(b) External Examiner 2: Dr. Tasneem Fatima,
Associate Professor
IIU, Islamabad

(c) Internal Examiner : Dr. Samiya Safdar,
Assistant Professor
CUST, Islamabad

Supervisor Name : Dr. Sajid Bashir
Professor
CUST, Islamabad

Name of HoD : Dr. Mueen Aizaz Zafar
Professor
CUST, Islamabad

Name of Dean : Dr. Arshad Hassan
Professor
CUST, Islamabad

AUTHOR'S DECLARATION

I, **Erum Ishaq (Registration No. DMS-163001)**, hereby state that my PhD thesis titled, '**The Missing Link Between Leaders Personality and Followers Outcomes: A Multilevel Perspective of the Paradoxical Leader Behaviors**" is my own work and has not been submitted previously by me for taking any degree from Capital University of Science and Technology, Islamabad or anywhere else in the country/ world.

At any time, if my statement is found to be incorrect even after my graduation, the University has the right to withdraw my PhD Degree.

(**Erum Ishaq**)

Dated: January, 2021

Registration No : DMS163001

PLAGIARISM UNDERTAKING

I solemnly declare that research work presented in the thesis titled "**The Missing Link Between Leaders Personality and Followers Outcomes: A Multilevel Perspective of the Paradoxical Leader Behaviors**" is solely my research work with no significant contribution from any other person. Small contribution/ help wherever taken has been duly acknowledged and that complete thesis has been written by me.

I understand the zero tolerance policy of the HEC and Capital University of Science and Technology towards plagiarism. Therefore, I as an author of the above titled thesis declare that no portion of my thesis has been plagiarized and any material used as reference is properly referred/ cited.

I undertake that if I am found guilty of any formal plagiarism in the above titled thesis even after award of PhD Degree, the University reserves the right to withdraw/ revoke my PhD degree and that HEC and the University have the right to publish my name on the HEC/ University Website on which names of students are placed who submitted plagiarized thesis.

(Erum Ishaq)

Dated: January, 2021

Registration No : DMS163001

List of Publications

It is certified that following publication(s) have been made out of the research work that has been carried out for this thesis:-

1. Ishaq, E., Bashir, S. & Khan, A. K. (2019). Paradoxical Leader Behaviors: Leader Personality and Follower Outcomes. *Applied Psychology*, vol.70(1), pp.342-357.

Erum Ishaq
(DMS163001)

Acknowledgement

First and foremost, I would like to thank God Almighty for giving me enough strength and guidance through my tough times. It is my immense faith in God that kept me going and be persistent, which paid off in the end. I further extend my gratefulness to everyone who has contributed towards the successful completion of my PhD thesis and played their part in keeping my spirit and passion for achieving more and more alive. My profoundest gratitude is for my guide, my mentor and my supervisor **Dr. Sajid Bashir**. I fully owe my growth as a researcher to him. His immense support, guidance and encouragement not only fostered the passion for research in me but also brought the best out of me. Other than having unmatchable scientific calibre, he is an extraordinary human being. His humble attitude, sincerity, genuineness and encouragement helped me a great deal to ultimately achieve my research goals. My bond with my mentor is for lifetime and I hope to make it mutually beneficial.

I would also like to acknowledge the contribution made by **Dr. Usman Raja**, **Dr. Safdar Ali But**, **Dr. Omer Farooq**, **Dr. Raza Naqvi**, **Dr Tasneem Fatima** and **Dr Khurram Shahzad** in developing my research skills and shaping the foundation of my research career. Some special thanks goes to my dear friends **Aisha Sarwar** and **Ramsha Zakariya** for being with me through thick and thin and making this journey exciting and thrilling. It would not have been possible for me to make it till end without their unconditional support in every possible way. I would also like to acknowledge the critical role of Dr. Abdul Karim in my growth as a researcher. He would always make himself available for any kind of assistance and guidance needed for any of my research projects. I am heavily indebted to him for teaching me the art of academic writing.

I would love to pay my gratitude to my loving mother **Ms. Rukhsana Ishaq**. I am yet to meet a woman as strong and as inspiring as my mother is. She brought me up with unwavering love and taught me the virtues of gentleness and generosity. I would also like to express my deepest gratitude to my siblings for their unconditional love, support, and trust in my abilities. Special thanks to my elder

sister, **Ms. Uzama Ishaq** who is the pillar of strength for my family and inspires us all to be selfless in all our relationships. Also thanking my younger sisters **Ms. Bushra Ishaq** and **Dr. Rafia Ishaq** who despite being much younger to me nourished me mentally, spiritually and always stood by me in my troubled times. My youngest brother **Mohammad Ali** who whenever I see, I learn to never loose hope. Special thanks to my brothers **Mr, Tariq Baig**, **Mr Omer Qureshi**, and **Mr. Fahad bin Haibat** for not only guiding me but taking pride in what ever small I do.

I do not have enough words to thank a person, who is my strength and the reason behind my success, My Husband **Col. Junaid**. This journey would not have been possible without his immense support. He not only lets me live my dreams but makes sure that I am able to fulfil them. Last but not the least, special thanks for someone who may have suffered the most because of pursuit of my research career and that is my daughter, **Yamna**. She has been the most understanding and the most accommodating child ever throughout my journey to completing PhD thesis. I just want to tell her that I love her the most and whatever I achieve in life is less of my personal achievement but more of our pride as a family. I wish this could be an inspiration for her to stick to her dreams, never give up and do the best in her life.

(Erum Ishaq)

Abstract

The purpose of this dissertation was to extend existing literature on paradoxical leader behavior (PLB) in people management by studying its antecedents, related outcomes and boundary conditions associated with these relationships. For this purpose multilevel modeling involving Two-model investigation was conducted. Model 1 examined leaders Big Five personality traits as the antecedents and followers in-role and innovative performance as outcomes of PLB in people management. Moderating effect of followers psychological capital on leaders personality and PLB relationship as well as PLB and followers outcomes relationship was also examined. Moderated mediation of PLB and followers psychological capital was also assessed for leaders personality and followers outcomes relationship. Drawing on the Trait theory, Trait activation theory and Social identity theory, to derive hypotheses, predictions of current study were tested with a sample of 131 managers and 609 employees working in banking sector of Pakistan. By and large, support for predictions was found. More specifically, leaders traits of extraversion and openness to experience were positively related to followers PLB ratings. Conversely, agreeableness, conscientiousness and neuroticism among leaders were negatively related to followers PLB ratings. PLB in turn was positively related to followers in-role and innovative performance outcomes. Followers psychological capital was found to moderate the relationship between agreeableness, openness to experience and PLB and also between PLB and followers in-role performance. Current study also demonstrated that PLB mediates the relationship between leaders personality and followers outcomes, a link missing from the literature so far. Followers psychological capital was found to moderately mediating the relationship between leaders agreeableness, conscientiousness, openness to experience and followers in-role performance and also between leaders agreeableness, openness to experience and followers innovative performance. Model 2 on other hand aimed at extending the line of multilevel research to the domain of PLB by studying impact of PLB not just at individual level but also at group level. Drawn on social identity theory, PLB was found to predict both group performance and group innovation positively and such relationship was mediated by individuals

performance and innovation outcomes. Followers psychological capital moderated the relationship between PLB and group performance mediated through followers in-role performance. Overall, findings of this study will help researchers and practitioners understand what types of leader engage in PLB, what type of followers are most suitable for PLB and also effectiveness of PLB at multilevel, our findings thus have implications for organizations succession, selection and training and development practices.

Key words: Paradoxical leader behavior, Big Five personality traits, psychological capital, in-role performance, innovative performance, Group performance, Group innovation

Contents

List of Figures

List of Tables

Chapter 1

Introduction

1.1 Overview

This dissertation assesses personality antecedents and performance outcomes of paradoxical leader behavior (PLB) in people management at multilevel. It also covers paradoxical leader behavior as an explanatory mechanism of the relationship between leaders' personality and followers' performance outcomes. Conditional effect of followers' psychological capital over aforementioned relationships is also considered. First chapter of this dissertation comprises background, purpose, rationale and research questions related to this study.

1.1.1 Background

Leadership behavior has long been known for its critical role in inspiring followers' performance outcomes and it is for this reason that the relationship between two is not only one of the oldest but most widely researched topics in organizational behavior (Gottfredson and Aguinis, 2017). Leadership behaviors involve guiding people towards the vision and the mission of the organization and enabling achievement of the organizational goals despite many obstacles. In other words, leadership behaviors direct the work of the employees towards the accomplishment of the tasks and functions through certain interactions with the employees' in order to create conditions for a greater work productivity (Simic et al., 2017).

Many different type of leadership behaviors mainly Transactional, Transformational, Charismatic, Authentic, Servant have so far been identified in literature together with several competing theoretical rationales explaining the relationship between leaders' behaviors and followers' outcomes, However predominantly all such behaviors either compares to task or relational orientation of leadership (McCleskey, 2014; Gottfredson and Aguinis, 2017). Task oriented behaviors focus over task accomplishment and involve organizing followers' roles and defining strict patterns of communication. Relationship oriented behaviors on the other hand focus over relationships with followers' by showing concern and expressing appreciation and support. For each of two broadly defined leadership orientations, much of a research identified motivation and satisfaction with leader as an important theoretical mechanism to explain relationship between leader's behaviors and followers' performance outcomes (Gottfredson and Aguinis, 2017).

As suggested earlier that literature so far has mainly covered those leadership behaviors which primarily evolve form a task- oriented versus people oriented continuum where the continuum represents the extent to which leader focuses on the required tasks or focuses on their relations with their followers (McCleskey, 2014). Until recently when several scholars acknowledged that trending globalization, massive technological changes and intense competitive environment has led to rising complexity, uncertainty and diversity of organizations which stresses the need of paradoxical thinking among leaders (Schad et al., 2016; Lavine, 2014; Quinn et al., 2015). A paradox perspective involves "contradictory yet interrelated elements that exist simultaneously and persist over time" (Smith and Lewis, 2011). It refers to the need of addressing competing, incompatible yet crucial objectives (Schad et al., 2016; Birkinshaw and Gupta, 2013). In terms of people management, dealing with paradox refers to leaders' role in maintaining balance and deploying "both-and" strategy towards task and relational orientation instead of "either-or" strategy while managing people. It is believed for effective leaders that they possess both cognitive and behavioral capacity to identify contradictory elements in their environment and also react positively by promoting creative and alternate solutions (Hargrave and Van de Ven, 2017; Smith and Lewis, 2011). This more

specifically refers to paradoxical conceptualizations of leadership which is critical than ever before in today's complex business environment (Smith and Lewis, 2012). Several scholars have asserted that complexity, ambiguity and paradoxes are the most crucial managerial issues to be dealt with in recent times (Quinn et al., 2015) and it is required of effective leaders to not only embrace such inconsistencies or paradoxes but also convert such situations into opportunities. However despite the fact that challenging paradoxical situations exist at both macro and micro organizational levels ,literature so far have not sufficiently covered paradoxes at micro level specifically in the domain of people management (Denison et al., 1995).

1.1.2 Paradox in Organizations (Macro and Micro Levels)

Paradox was introduced in management and organizations literature in late 1980,s and recently several scholars have identified numerous situations of paradox in an organization at both macro and micro levels. Macro level studies depict field and organizational level paradoxes such as cooperation and competition (Raza-Ullah et al., 2014), organizations private and social missions (Besharov and Smith, 2014), agency and structure (Walker et al., 2014), designed versus emergent structure (Garud et al., 2008), exploration and exploitation (Andriopoulos and Lewis, 2009) etc. Where majority of research in paradox covers areas at macro level, we have limited number of studies to cover paradox at micro level. Some of the areas covered at micro level involving individual and team-level studies emphasized paradoxes of learning and performance (Van Der Vegt and Bunderson, 2005) and, novelty and usefulness (Miron-Spektor et al., 2011).

All such studies covering paradox in management and organisations suggests that defensive individual or collective responses towards one extreme or avoiding paradox, may have unfavorable or undesired outcomes, foster ambivalence and cause chaos. In ability to effectively manage paradoxical elements may neutralize each other's beneficial side or even cause conflict and organizational decline (Schad et al., 2016). Alternatively, engaging in paradox effectively can be a means to several favorable outcomes such as ambidexterity (Raisch and Birkinshaw, 2008; Chung and Beamish, 2010), enabling innovation (Gebert et al., 2010) etc.

Several approaches have been identified to address challenges posed by paradoxes in organizations. Collective approaches focus on analyzing and developing organizational practices, processes, and structures whereas studies of individual approaches examine organizational actors' cognitive, emotional, and behavioral reactions to paradox. (Schad et al., 2016).

Senior leaders experience consistent challenge that emerges from strategic paradoxes while middle managers and other employees face such contradictions and complexity in their day to day work practices, relationships and individual identities. Effective managers have been able to use these tensions between contradictory elements as an opportunity. Simultaneous pursuit of multiple, contradictory goals enable them to question basic assumptions, critical insight into various situations and continuous experimentation or creativity (Hargrave and Van de Ven, 2017). Though few studies did explore leaders' behaviors in dealing with paradoxes in organization however role of leaders' behavior in dealing with people management paradox is critically limited (Schad et al., 2016).

1.1.3 Paradoxical Leader Behavior in People Management

Paradoxical leader behaviors in people management refers to "seemingly competing, yet interrelated, behaviors to meet structural and follower demands simultaneously and over time." (Zhang et al., 2015). Typically, situational and contingency theories of leadership emphasize on an "either-or" strategy while managing people, that is either being task focused and directive or relationship focused and participative depending on the situation to achieve effectiveness, however paradoxical leader behaviors has a long term focus towards effectiveness for which it does not involve choosing between competing demands but accepting and harmonizing paradoxes simultaneously. Paradoxical leader behavior in people management is identified by expression of an ability to conceive and deal with multiple competing organizational and follower's demands. In other words, in order to capture essence of paradoxes that opposites coexist and thus be dealt with simultaneously, paradoxical leaders adopt "both –and" strategy and not "either –or" strategy while managing people. On the basis of such premise, five behavioral dimensions are

indentified in relation to paradoxical leadership in people management (1) combining self-centeredness with other-centeredness; (2) maintaining both distance and closeness; (3) treating subordinates uniformly, while allowing individualization; (4) enforcing work requirements, while allowing flexibility; and (5) maintaining decision control, while allowing autonomy. Other than contextual factors such as mechanistic vs. organic organizational structure, it is considered critical for leaders to have enough cognitive abilities such as holistic thinking and integrative complexity for the sake of displaying paradoxical leader behaviors effectively (Denison et al., 1995; Zhang et al., 2015).

1.1.3.1 Previous Work in Relation to Antecedents and Consequences of Paradoxical Leader Behaviors in People Management

This relatively is a new construct which is still in its infancy stage hence literature in relation to empirically supported antecedents and outcomes are limited. To date there are only few studies which specifically cover paradoxical leader behaviors in people management such as (Shao et al., 2019; Yang et al., 2019; Zhang et al., 2015).

1.1.3.2 Individual Level Attributes

1.1.3.2.1 Cognitive Abilities

There are two main types of cognitive abilities i.e. holistic thinking and integrative complexity that have so far been identified in relation to paradoxical leader behaviors. It is believed that leaders with holistic thinking which constitutes that everything including contradictory elements is integrated are better able to handle paradoxes than others. They do so by accepting apparent contradictions in paradoxes and integrating them into a larger system, and finding possibilities for dynamic coexistence. In terms of people management such leaders are better able to integrate both structural and individual demands and address them simultaneously.

Similarly integrative complexity that refers to willingly acknowledging the legitimacy of competing perspectives on the same matter, enable leaders to accept divergent perspectives and be flexible towards accepting possible contradictory information. Such capacity enables leaders to come up with integrative solutions in order to meet both structural and individual needs of people while managing them.

1.1.3.3 Contextual Attributes

1.1.3.3.1 Organizational Structure

Organizational structure is also known to have significant impact over paradoxical leader behaviors. Mechanistic structure characterized by limited autonomy, formal communication and rigid rules and regulations, strengthen structural demands more than considering follower individual demands. Under such contexts leaders are likely to be rule bound, maintain distance with subordinates and have limited discretion to sort out work problems unconventionally. Thus under such context managers are less likely to be able to maintain balance between meeting structural and individual demands. On contrary organic organizational structure which allows flexibility, lesser formality and open communication enable leaders to initiate structure while at the same time meeting individualized needs of subordinates.

1.1.3.4 Individual Level Outcomes

Paradoxical leader behavior in people management is known to have positive impact over subordinate's performance outcomes. Paradoxical leader behavior positively influences subordinates task proficiency, adaptive and proactive behaviors, through role modeling and creating conjoined discretionary and bounded environment. Through role modeling paradoxical leaders show employees how to accept and embrace contradictions in a complex work environment. Employees learn to be as open to work role challenges by expanding their holistic understanding of work requirement, which is ultimately reflected in their work role performance. Similarly by creating combination of bounded and discretionary environment, paradoxical

leaders not only clarify and maintain structural role requirements but also boost followers self respect and dignity through allowing discretion and individuality within structure, leading to enhanced work role performance of employees. Paradoxical behaviors by leaders are also believed to positively influence employees' creativity through enhancing employees' thriving at work and employees' creative self-efficacy.

1.2 Gap/Rationale

Current study attempts to enhance conceptualization of paradoxical leadership behavior by significantly advancing theorists' knowledge in relation to its antecedents and its effectiveness at both individual and group level. Current dissertation seeks to address following gaps in literature, and in the following paragraphs, we identify each of these gaps.

1.2.1 Theoretical Gap

This dissertation attempts to identify and address several gaps in literature as a whole and paradoxical leadership literature in specific. Details are as follows;

1.2.1.1 Impact of Leader's Personality on Paradoxical Leader Behavior

Ever the inception of the concept, researchers have learned a great deal about the affects of paradoxical leader behaviors (Yang et al., 2019; Shao et al., 2019; She and Li, 2017), however little is known about its genesis. Put simply, it remains unclear, what types of leader engage in paradoxical leader behaviors. Apart from a study by Zhang et al. (2015), which considered the cognitive and contextual antecedents of PLB in people management, we are not aware of any published studies examining the antecedents of PLB in people management. Thus drawing on trait theory of leadership, current study aims at contributing towards literature by examining the relationship between leaders' Big Five personality traits and PLB. To the best of our knowledge, this is the first study to consider leaders' personality traits as

antecedents of paradoxical leader behaviors. For long in accordance with trait theory, personality has been considered a key predictor of behavior. Later it was furthered that cognitive skills and contextual factors may strengthen or reinforce behavioral expression of personality however, personality still remains the primary predictor of behavior. This premise has received abundance of empirical support by several researchers in the domain of leadership (Simic et al., 2017; Phaneuf et al., 2016; Belasen and Frank, 2008; De Hoogh et al., 2005a). *However since all leadership behaviors predicted of personality so far evolve from the continuum of task vs. relational leadership orientation thus it creates the perception that leaders personality can either transcend in task or relational oriented behaviors (McCleskey, 2014; Church and Waclawski, 1998). Current dissertation extends our existing knowledge on the personality-leadership relationship to the paradoxical leadership orientation, where paradoxical leadership orientation in people management involves addressing both structural and follower's demands simultaneously through integrative behavioral solutions.*

In other words this dissertation identifies those personality traits of leaders which are able to capture the essence of paradoxes at work by displaying bit of both task as well as relationship oriented behaviors. Considering potential of paradoxical leader behaviors in explaining followers' favourable outcomes (She and Li, 2017; Yang et al., 2019), findings of current dissertation can be important for researchers as it enable us to understand that what types of leader engage in PLB; and thus may have implications for organizations' succession and selection practices.

1.2.1.2 Moderating Role of Followers' Psychological Capital over the Relationship between Leader's Personality Traits and Paradoxical Leader Behaviors

Notwithstanding abundant support for trait theory in literature for examining the dispositional predictors of leadership, one of the major concerns of the trait theory pertains to the role of situations (Judge et al., 2002). However, there is still limited focus in literature to consider the influence of the situation surrounding the leader, which could moderate the predictive validity of the theory (Ng et al., 2008).

Furthermore, bearing in mind that despite abundant research which demonstrates that stable individual differences in leadership do exist, the link between leaders traits and leadership behavior however have somewhat been modest and not unambiguous (De Hoogh et al., 2005a; Bommer et al., 2004). These inconsistent findings also suggest that the context in which leaders behavior is assessed may play an important role for which it is specifically required of researchers to identify the situations under which specific traits operate (Day, 2014; De Hoogh et al., 2005a). As per Trait activation theory personality traits require trait-relevant situations for their expressions (Tett and Burnett, 2003).

More specifically, the context (e.g., people, policies) in which an individual is operating, can constrain or facilitate expression of trait relevant behavior. In this regard, literature suggests that follower' characteristics, with whom a leader is dealing, may serve as part of Tett and Burnett's (2003) context that can constrain or elicit leader trait relevant behavior (Bono et al., 2012). Depending on followers' ability, traits and other characteristics, they may approve or disapprove different leadership behaviors (Dvir and Shamir, 2003; Bono et al., 2012). Leaders on the other hand, through observing followers behavioral cues, are able to anticipate followers' preference and their responses to different leadership behaviors which leaders may modify accordingly (Dvir and Shamir, 2003).

Keeping in view that paradoxical leaders, through embracing paradoxes in the workplace and simultaneously integrating divergent perspectives, may demonstrate seemingly inconsistent, complex or conflicting behaviors (Shao et al., 2019), thus it is specifically stressed by past literature to consider capacity and thus approvals of such behaviors by followers whom paradoxical leaders are dealing with (Zhang et al., 2015). It is believed that most suitable followers for any leader who enable them to elicit their trait relevant behaviors are the ones holding orientations that are compatible with the leaders' orientations (Dvir and Shamir, 2003; Parent-Rocheleau et al., 2020).

Thus theorizing on the basis of trait activation theory, it is argued that followers' with high psychological capital that enables them to deal with complexities at work with confidence and hope, cope up with paradoxical or ambiguous situations

through combating stress, anxiety and showing perseverance (Youssef-Morgan and Stratman, 2017; Luthans et al., 2007b), make them much more compatible with leaders having paradoxical orientations than others.

Psychological capital of followers hence can be one critical trait relevant situation for accentuating leaders' paradoxical orientations or restricting expression of alternate behaviors.

Such consideration is also in line with recent research focus over considering interactionist perspective of leader-follower characteristics for activation of leaders trait relevant behaviors (Barelds et al., 2018; Guay et al., 2019). This approach to study leaders' traits and paradoxical leader behavior in combination with followers' characteristics may help us to identify type of followers that are most suitable for paradoxical leader behaviors emergence.

1.2.1.3 Moderating Role of Followers' Psychological Capital over the Relationship between Paradoxical Leader Behaviors and Followers' Outcomes

Furthermore this dissertation examines the impact of paradoxical leader behaviors over followers' in role performance and followers' innovative performance outcomes. Drawing on the past literature, we expect paradoxical behaviors to have positive impact over both followers' in role job performance and followers' innovative behaviors in two ways. First, by acting as role models and second, through creating conjoined discretionary and bounded environment.

It is argued that when leaders behave paradoxically and deal with the contradictions inherent in a dynamic or complex work environment constructively, they give their followers the chance to observe, make sense of and then model themselves after their leaders, which in turn helps them to achieve better in-role and innovative performance outcomes (Sims Jr and Manz, 1982; Shao et al., 2019).

Similarly Discretionary environment help followers' maintain their confidence, dignity and empowerment whereas bounded environment help followers' better understand their roles and responsibilities. Combining all these practices paradoxical

leaders may not only positively influence followers in role performance but also enable them to come up with useful innovative ideas without creating chaos (Zhang et al., 2015; Herrmann and Felfe, 2014).

This is one of the earlier examinations of the impact of paradoxical leader behavior on followers' outcomes and thus adds to the generalizability of paradoxical leader behavior from its original Chinese context.

Further, considering that leadership is a social or interactive process which is determined by both leaders and followers, thus it is suggested by literature to take into account impact of followers' characteristics in combination with leaders' behaviors when assessing the impact of leaders behaviors on followers' behaviors or attitudes (Wang et al., 2014; Zhu et al., 2009).

Followers characteristics together with their compatibility with their leaders is believed to have a significant impact over follower's response towards different leader's behaviors and leaders' efforts to ensure performance (Dvir and Shamir, 2003; Wang et al., 2014).

Thus building on past literature that enables to establish compatibility between paradoxical leaders and followers high on psychological capital, this dissertation further extends towards examining the impact of followers psychological capital in combination with paradoxical leader behaviors over followers' in role as well as innovative performance outcomes.

It is argued that followers' positive psychological resources, such as psychological capital, may help them cope with the behavioral complexity of paradoxical leaders better and make them more responsive to paradoxical leaders' efforts to ensure performance.

This is in line with prior literature which recommends considering followers characteristics in combination with paradoxical leader behaviors while assessing its effectiveness (Zhang et al., 2015). Our theorization allows us to integrate leaders' and followers' characteristics into a single framework for studying paradoxical leader behaviors. Hence, current study presents a broader perspective on studying paradoxical leader behavior.

1.2.1.4 Mediating Role of Paradoxical Leader Behaviors between Leader's Personality Traits and Followers' In-Role and Innovative Performance Outcomes

Besides examining antecedents, outcomes and conditional effects in relation to paradoxical leader behaviors, this dissertation also examines the mediating role of paradoxical leader behaviors between leader's personality traits and followers' in role as well as innovative performance outcomes thus unfolding overall leadership process. Although there are few studies which considered linking leaders' personality directly with followers' performance outcomes at workplace (Ghani et al., 2016; Ng et al., 2008; Aronson et al., 2006), however recent development in trait-leadership research suggests that leaders personality acts more distally over followers performance outcomes through their impact over more proximal traits such as leader's inspirational or motivational behavioral patterns (Xu et al., 2017; Cavazotte et al., 2012). Considering that behaviors can be learned unlike traits which are more enduring attributes (Zaccaro, 2007), thus understanding of behavioral processes that link leaders personality traits with followers outcomes, may have implications for organizations training and development programs.

As per latest research, beyond traditional conceptualization of leadership behaviors that involve either relational or task oriented approach towards managing people, leaders who adopt both relational and task oriented approach simultaneously in the form of paradoxical leader behavior are considered to be far more effective in terms of motivating and inspiring followers outcomes, specifically in today's highly complex and intensely competitive business environment (She and Li, 2017; Zhang et al., 2015). *Thus keeping in view recent research suggestions over developing process models linking traits influence with work outcomes (Mõttus, 2016; Zaccaro et al., 2018), this dissertation attempts to describe paradoxical leader behaviors as a process explaining the link between leaders traits and followers work outcomes. This process is unique in the sense that it considers leaders' "both-and" approach towards managing task and relational demands simultaneously in the form of paradoxical leader behaviors, rather than conventional "either-or" approach for explaining the impact of leaders personality over followers outcomes.*

1.2.1.5 Impact of Paradoxical Leader Behaviors over Group Performance as well as Group Innovation

Leadership is a multilevel phenomenon as it involves the interaction between components at multiple levels of analysis that unfolds over time and space (Tseng and Levy, 2019; Yammarino and Dansereau, 2008), leaders thus always face a challenging balancing act. On one hand, they need to develop and motivate individual followers so as to ensure that each employee is capable of, and willing to, complete his or her individual tasks; on the other hand, they also need to facilitate collaboration and build trust among group members so that the group functions effectively as a whole (Wang and Howell, 2012). Beyond followers' individual performance, effective leaders are the ones who are able to integrate their interdependent efforts towards achieving collective goals and ensuring collective performance (Zhang et al., 2011b). So our understanding of effective leadership is limited if we do not consider group level processes together with individual level processes (Wang and Howell, 2012). *Current dissertation extends the line of multilevel research to the domain of paradoxical leaders behaviors by studying impact of paradoxical leaders' behaviors not just at individual level but also at group level. Such consideration is consistent with recent research suggestion to analyze as to how individual level approaches to paradox aggregate to higher-level organizational responses? (Schad et al., 2016). Theorizing for such an impact is based on social identity theory which is suggested to be one of the most significant and influential theories to develop reasoning for linking leader behaviors with group level outcomes (Epitropaki et al., 2017; Wang and Howell, 2012; Ellemers et al., 2004). Findings of current dissertation may ascertain effectiveness of paradoxical leader behaviors not only at individual level but also at group level.*

1.2.1.6 Mediating Role of Followers' In-Role and Innovative Performance between Paradoxical Leader Behaviors and Group Performance and Innovation

Leaders influence over individual and group level outcomes is not independent but is related to each other through cross level effects (Chen et al., 2007). Keeping in

mind, there is a consistent call by researchers to consider and establish empirically, the process-oriented perspectives of leadership that acknowledges the interplay among leaders and their individual level outcomes which is ultimately reflected in their group level outcomes (Tseng and Levy, 2019). In line with such suggestions, current dissertation considers cross level effects of paradoxical leader behaviors by the way of emergent influence approach. *Emergent influence is when individual level behaviors aggregate to affect group level behaviors (Chen et al., 2007; Ployhart, 2004). More specifically based on emergent influence approach, the impact of paradoxical leader behaviors over group level outcomes through aggregated effect of individual level outcomes is also considered in current dissertation.*

1.2.2 Contextual Gap

Overall as suggested earlier that there are fewer studies in literature that cover paradoxical behaviors in an organization in general but specifically in the domain of people management. Researchers thus need not only to contribute towards theoretical advancement of the construct but also replicate results in relation to paradoxical leaders in several different contexts so as to establish generalizability.

The economic domination of China and India and emerging economies of their near neighbours such as Pakistan, has triggered massive curiosity among HR researchers in these regions specifically (Bartram and Rimmer, 2012; Abbas and Raja, 2015). Management scholars recently have called for ample testing and replication of existing theories to develop a reliable body of knowledge which can be used by managers for "evidence based decisions" particularly in Asian settings (Abbas and Raja, 2015). Current research thus responds to these calls and extends theory of paradoxical leader behaviors to Pakistani context. More specifically current study examines antecedents and consequences of paradoxical leader behaviors at multilevel in Pakistani context. Considering that Pakistan represents a high power distance culture (Hofstede, 1983), in which leaders play a predominant role in shaping employees outcomes (Pasa, 2000), thus studying predictors and employee outcomes of leaders paradoxical behaviors in Pakistani culture can be of critical value for HR practitioners. To conduct current study, service industry

specifically banking sector of Pakistan has been chosen. Banking sector in Pakistan is highly competitive and thus intensely demanding in terms of workload (Bashir and Ismail Ramay, 2010). Therefore, banking sector employees have recently reported immense mental health problems due to demanding job nature and immense pressure to meet strict deadlines (Ahmed and Ramzan, 2013; Pahi et al., 2016; Giorgi et al., 2017). Managers in banking sector of Pakistan thus face an intense and constant pressure to ensure compliance by their subordinates for the sake of maintaining quality of services and also maintain relational touch with their subordinates for the sake of ensuring commitment and dedication on their part (Asrar-ul Haq and Kuchinke, 2016; Bashir and Ismail Ramay, 2010). Keeping in view, banking sector of Pakistan presents an ideal context in which to study paradoxical behaviors and its related outcomes.

1.2.3 Methodological Gap

Current dissertation also contributed methodologically towards the body of literature in relation to paradoxical leader behaviors in people management. Current investigation of outcomes of paradoxical leader behaviors in people management includes multilevel concerns. Ever since the inception of the concept in 2015, detailed review of literature in relation to paradoxical leader behaviors in people management revealed that previous studies did assess outcomes in relation to paradoxical leader behaviors but at an individual level only (e.g. She and Li, 2017; Yang et al., 2019; Shao et al., 2019).

However considering the fact that leadership inherently is a multilevel phenomenon, hence effects and process of leadership is not fully understood unless multilevel influence is fully considered. Thus for better conceptualization of the construct, we not only considered individual level effects of paradoxical leader behaviors but also group level effects. For more rigorous understanding of multilevel effects, we also considered cross level effects in our analysis. In our dissertation we empirically tested this phenomenon by using Mplus. Hypothesis is tested through multisource data and multi-level method of investigation is used. Multi source

approach is also able to address self reporting bias and hence is considered more valid than single source approach. (A Grandey et al., 2005; Avolio et al., 1991).

1.3 Problem Statement

Since the very beginning, leadership is considered to be the most influential force in deciding organizational fate (Kaiser et al., 2008)). It is for that reason, we have abundance of research exploring and examining the both antecedents and outcomes in relation to different leadership behaviors. However majority of the studies in the domain of leadership, either considered task oriented or relational oriented leadership behaviors for people management (McCleskey, 2014; Gottfredson and Aguinis, 2017). Until recently though, due to massive technological advancement, globalization, massive rise in complexity and uncertainty in business environment there is a little shift in research focus over considering paradoxical orientation of leadership behaviors while managing people. It is to be noted that unlike traditional categorisation of leadership approaches that involves either being task or relational oriented towards people management, paradoxical leadership orientation on the other hand involves adopting both task and relational approach simultaneously while managing people. Thus it deviates from traditional categorisation of leadership approaches and brings new perspective to it. Despite criticality of paradoxical leadership orientation in today's business environment, our understanding in terms of what may predict such leadership behaviors is still very limited. Past literature suggest that personality is a key predictor of leaders' behavior, and this premise has received abundant empirical support but primarily in the domain of task and relational leadership orientation (Phaneuf et al., 2016; Simic et al., 2017; Gottfredson and Aguinis, 2017). Such an inference can be drawn from reviewing several recent studies that specifically considered personality in relation to leaders behaviors including some of the recent meta analytic studies on leadership behaviors (e.g. Simic et al., 2017; Ghazal et al., 2016; Deinert et al., 2015; Derue et al., 2011; Bono and Judge, 2004). Considering that leaders paradoxical behavioral approach towards managing people is the need of the more complex and competitive

modern day business world (Zhang et al., 2015) and personality is the key determinant of leaders behavior, current thesis attempts to extend body of knowledge on the personality-leadership relationship to the paradoxical leadership orientation. More specifically those personality traits are identified which predict paradoxical, rather than either task or relational leadership behaviors.

Together with assessing influence of leader's personality traits over paradoxical leader behaviors, it is also taken into consideration that past literature suggests consistent but modest relationship between personality traits and leaders behaviors in general. Thus it is recommended to consider trait relevant situations together with personality traits that activate traits into respective behaviors (Day, 2014; De Hoogh et al., 2005a). Since paradoxical leadership involves seemingly complex or competing behaviors thus for activation of leaders paradoxical behaviors, it is specifically suggested in literature to consider psychological capacity of followers to approve of such behaviors (Zhang et al., 2015). Keeping in view, this study not only explores relationship between leaders personality with paradoxical leader behaviors but also considers trait activation context in the form of followers' psychological capital. More specifically moderating role of followers' psychological capital over the relationship between leaders' traits and paradoxical leader behaviors is considered.

Similarly on the outcomes side of paradoxical leader behaviors also, it is suggested by past literature that due to apparent complexity of such behaviors, effectiveness of paradoxical leader behaviors is highly contingent on whether followers possess sufficient personal capacity to make sense of and cope with such complex and seemingly contradictory behaviors (Zhang et al., 2015). It is thus proposed in current dissertation that followers with positive psychological resources, such as psychological capital, can better adapt to paradoxical behaviors than others and thus make them more productive with paradoxical leaders.

Current thesis further extends to examine the mediating role of paradoxical leader behaviors between leaders personality traits and followers outcomes. There is reasonable amount of research linking leaders' traits with followers' outcomes where some of the traits are found to be positively associated with followers' outcomes

whereas some are found to be negatively associated with different followers' outcomes (Hogan et al., 1994; Ng et al., 2008; Aronson et al., 2006). However recent development in trait – leadership research suggest that leaders personality acts more distally over followers outcomes through their impact over more proximal traits such as leaders motivating behavioral patterns for which it is considered critical to identify behavioral process through which leaders' traits impact followers' outcomes (Ng et al., 2008; Cavazotte et al., 2012; Zaccaro, 2007), however there is limited research focus in this regard too. In other words we still need to advance our knowledge in relation to trait specific leadership approaches that make leaders effective or ineffective in terms of followers' outcomes. Such an understanding is critical since it enables us to learn which type of leaders engage in what type of behaviors that consequently impact followers outcomes and thus have implications for selection to suit organizational needs. Additionally, since trait-leadership research to date, have primarily focused on either task or relational approach towards managing people for explaining link between leader traits and followers outcomes relationship (Hassan et al., 2017; Pinck and Sonnentag, 2018; Walumbwa and Schaubroeck, 2009), current thesis advances existing literature by considering paradoxical approach towards managing people for such relationship.

Moreover, considering the fact that followers' are not the passive recipient of leader's behaviors and leader–follower compatibility is as critical for leaders' effectiveness, thus impact of follower's psychological capital is also considered over leader's personality traits and follower's outcomes relationship via paradoxical leader behaviors.

Lastly keeping in view the multilevel nature of leadership, our understanding of leader's effectiveness is limited unless we integrate individual level effects and group level effects thus current dissertation also considered advancing current research by examining the effect of paradoxical leader behaviors over individual as well group level outcomes. There is considerable support in literature for paradoxical leader behavior in terms of its favourable impact over followers' outcomes (Shao et al., 2019; She and Li, 2017). However current dissertation attempts to examine, if paradoxical leader behavior have an equally favourable influence over group

level outcomes. More specifically using social identity theory, the relationship between paradoxical leader behaviors and group performance and group innovation is examined. Moreover it is considered if individual level performance outcomes of paradoxical leadership also emerge or aggregate at group level in the form of group level performance outcomes. Moderating role of followers' psychological capital over aforementioned relationships is also considered.

1.4 Purpose of Current Study

Purpose of current study is to enhance theorists knowledge in relation to emergence of paradoxical leader behaviors and its effectiveness in terms of followers performance outcomes at multilevel. More specifically current study aims at advancing the nomological network of paradoxical leader behaviors by examining the relationship between leaders' Big Five personality traits and PLB. By doing so, current study also aims at extending this body of knowledge on the personality-leadership relationship to the paradoxical leadership orientation.

Secondly current study also aims at advancing the contingency framework of studying PLB by examining the impact of followers' psychological capital over both paradoxical leader behavior emergence and effectiveness. Considering the significance of trait relevant situation for emergence of trait relevant leader behaviors (Daft, 2014; De Hoogh et al., 2005a; Tett et al., 2013) and the importance of leader-follower compatibility for effectiveness of leader behaviors (Dvir and Shamir, 2003; Zhu et al., 2009), it is argued that followers having enough psychological capacity in the form of psychological capital to make sense of, and then embrace seemingly complex paradoxical leader behaviors, may contribute not only towards emergence but also effectiveness of such behaviors.

Thirdly, other than considering personality antecedents and performance outcomes in relation to paradoxical leader behavior, current dissertation also aims at furthering both personality and leadership literature by considering paradoxical leader behaviors as a missing link between leaders' personality and followers' performance outcomes.

Keeping in view that leaders balanced approach towards managing people i.e. enabling achievement of both structural and relational demands, has favourable impact over followers outcomes (She and Li, 2017; Yang et al., 2019), those leaders' traits are identified that beyond task or relational approach, may rather adopt paradoxical approach to enable and inspire followers favourable outcomes.

Fourthly, considering that leadership is inherently multilevel in nature and thus beyond individual level, it also influences group level, current dissertation thus also aims at extending multilevel line of research to the domain of paradoxical leadership by studying its impact over group level performance and innovation outcomes.

As mentioned earlier that past literature did consider performance outcomes in relation to paradoxical leader behavior in people management however focus has been over individual level outcomes (e.g. She and Li, 2017; Yang et al., 2019; Shao et al., 2019), findings of current study may add to theorists knowledge in relation to effectiveness of paradoxical leader behaviors at group level.

Lastly, keeping in view leadership involves interplay among leaders and their followers that reflects at group level outcomes (Tseng and Levy, 2019), current dissertation thus also aims at studying association of the paradoxical leader behaviors and group level outcomes as explained through individual level outcomes. Findings of current dissertation may add to much needed empirical evidence in relation to aggregated effects individual level outcomes at group level outcomes.

1.5 Research Questions

This study answers the following research questions:

Research Question1

Whether leaders' personality traits are associated with paradoxical leader behaviors?

Research Question2

Does followers' psychological capital moderate the relationship between leader's personality and paradoxical leader behaviors?

Research Question3

***3.1*:** Does followers' psychological capital moderate the relationship between paradoxical leader behaviors and followers' in role performance?

3.2: Does followers' psychological capital moderate the relationship between paradoxical leader behaviors and followers' innovative performance?

Research Question4

4.1: Do paradoxical leader behaviors mediate the relationship between leader's personality and followers' in role performance?

4.2: Do paradoxical leader behaviors mediate the relationship between leader's personality and followers' innovative performance?

Research Question5

5.1: Does followers' psychological capital moderate the relationship between leaders' personality and followers' in role performance via paradoxical leader behaviors?

5.2: Does followers' psychological capital moderate the relationship between leaders' personality and followers' innovative performance via paradoxical leader behaviors?

Research Question6

6.1: Whether paradoxical leader behaviors are associated with group performance?

6.2: Whether paradoxical leader behaviors are associated with group innovation?

Research Question7

7.1: Do followers in role performance mediate the relationship between paradoxical leader behaviors and group performance?

7.2: Do followers innovative performance mediate the relationship between paradoxical leader behaviors and group innovation?

Research Question8

8.1: Whether followers' psychological capital moderates the relationship between paradoxical leader behaviors and group performance via followers' in role performance?

8.2: Whether followers' psychological capital moderates the relationship between paradoxical leader behaviors and group innovation via followers' innovative performance?

1.6 Research Objectives

Specific research objectives of the study are as follows:

1. To find out if leaders' personality traits are associated with paradoxical leader behaviors.

2. To know if followers psychological capital moderate the relationship between leader's personality and paradoxical leader behaviors.

3. (a) To find out if followers' psychological capital moderate the relationship between paradoxical leaders behaviors and followers' in role performance.
   (b) To find out if followers' psychological capital moderate the relationship between paradoxical leaders behaviors and followers' innovative performance.

4. (a) To know if paradoxical leader behaviors mediate the relationship between leader's personality and followers' in role performance.

(b) To find out if paradoxical leader behaviors mediate the relationship between leader's personality and followers' innovative performance.

5. (a) To know if followers' psychological capital moderate the relationship between leader's personality and followers' in role performance via paradoxical leader behaviors.
   (b) To find out if followers' psychological capital moderate the relationship between leader's personality and followers' innovative performance via paradoxical leaders behaviors.

6. (a) To investigate if paradoxical leader behaviors are associated with group performance.
   (b) To find out if paradoxical leader behaviors are associated with group Innovation.

7. (a) To find out if followers' in role performance mediates the relationship between paradoxical leader behaviors and group performance.
   (b) To find out if followers' innovative performance mediates the relationship between paradoxical leader behaviors and group innovation.

8. (a) To investigate if followers' psychological capital moderate the relationship between paradoxical leader behaviors and group performance via followers' in role performance.
   (b) To find out if followers' psychological capital moderate the relationship between paradoxical leader behaviors and group innovation via followers' innovative performance.

1.7 Significance of the Study

1.7.1 Theoretical Significance

Leadership is known to have most influential role towards organizational success. It is for the reason that leadership is the most researched area in the field of OB

and HR (Gottfredson and Aguinis, 2017).We have abundant studies in literature which considered several leadership behaviors such as transactional, transformational, servant, charismatic etc however all those behaviors have primarily evolved over the continuum of task or relational oriented behaviors (McCleskey, 2014; Gottfredson and Aguinis, 2017). Over the past few years though, considering the mounting complexity of organizational setup and changing dynamics of leader-followers' relationships, researchers felt the need to extend this domain of research to a new set of leaders behaviors called paradoxical leader behaviors which broadly refers to leaders capacity to deal with paradox in people management by being able to address both structural and followers demands simultaneously. Ever since the inception of this concept by Zhang etal (2015) Zhang et al. (2015), the primary focus in literature has been over the outcome side of paradoxical leader behaviors (e.g. She and Li, 2017; Yang et al., 2019; Shao et al., 2019). Zhang et al. (2015) in their original study, authors did consider cognitive antecedents in relation to PLB however considering the fact that personality is the key predictor of leadership behaviors, it is critically required to consider personality in relation to this relatively new conceptualization of leadership behaviors. Current study is the only attempt in literature so far to further extend our knowledge in the domain of personality by identifying those traits which are associated with paradoxical leader behaviors- an approach that involves adopting both relational and task orientation simultaneously towards managing people.

Similarly despite consistent suggestion by past literature that expression of personality in leadership behaviors varies with the variation in trait relevant conditions behaviors (De Hoogh et al., 2005a; Tett et al., 2013), still there are not many studies which considered trait relevant conditions together with traits for their translations into respective behaviors. Current study, other than examining relationship between leaders' personality and paradoxical leader behaviors, also considers the impact of followers' capacity to tolerate and cope up with ambiguities at work place in the form of followers' psychological capital over paradoxical leader behaviors. This is done in order to ensure stronger and unambiguous relationship between leaders' personality traits and paradoxical leader behaviors relationship.

Further current study also attempts to advance contingency framework to study paradoxical leader behaviors. Though we have some theoretical support for its effectiveness in terms of followers' outcomes, however it is also suggested by past literature that effectiveness of such seemingly contradictory and complex leadership behaviors is equally contingent upon followers' endorsement of such behaviors.

In other words, leadership effectiveness is subject to leader follower compatibility hence it is critical to consider followers characteristics together with the leader for better conceptualization of an overall leadership process. Current study thus, contributes towards literature by identifying followers' psychological capital as a potential boundary condition for the effectiveness of paradoxical leader behaviors in the form followers' performance and innovation outcomes.

Besides examining antecedents, outcomes and conditional effects in relation to paradoxical leaders behaviors this study also attempts to examine the role of paradoxical leaders behaviors in mediating the relationship between leaders personality and followers performance and innovation outcomes, thus unfolding overall leadership process. Consistent with the recent research suggestions over developing process models linking leadership traits with work outcomes (Mõttus, 2016; Zaccaro et al., 2018; Peterson et al., 2009), this is the first attempt in literature to describe paradoxical behavior as a proximal process explaining the link between leaders traits and followers work outcomes.

In other words it introduces the role of paradoxical behaviors as a missing link between leaders personality and leaders effectiveness in the form of followers favourable outcomes for an organization.

Lastly considering the fact that leadership is inherently multilevel in nature (Yammarino and Dansereau, 2008) and our understanding of effective leadership is limited if we do not integrate individual- level and group level process (Wang and Howell, 2012), thus current study also aims to contribute towards literature by extending multilevel line of research to the domain of paradoxical leaders behaviors. For better conceptualization of a construct, related cross level effects are also considered.

1.7.2 Practical Significance

Findings of current thesis may have significant practical implication by highlighting those traits which could promise favorable outcomes by the way of paradoxical behaviors. As hiring supervisors with a greater tendency of showing paradoxical behaviors is more critical than ever before in today's complex and ever evolving organizational setup, thus identifying traits which can be expected of translating into such behaviors may assist organization to do so effectively. Also considering the fact that leadership is an interactive process hence any claim of its effectiveness is limited unless ability of followers to respond to such behaviors is taken into consideration.

Thus keeping in view the behavioral complexity of paradoxical leaders, findings of current dissertation may enable us to know if psychological capacity of followers is to be considered equally by organizations before deploying paradoxical behaviors in an anticipation of its effectiveness. Similarly current study also identifies paradoxical behaviors to be an explaining mechanism between leaders' personality and followers' outcomes relationship. This may have implications for leadership training programs and intervention schemes in relation to those factors that impact followers' outcomes more proximally than distally.

Moreover, since organizations are always interested in hunting those heads that could ensure effectiveness for a group as a whole by directing follower's efforts towards collective interest and translating results at a group level rather than merely at an individual level, findings of current dissertation may enable us to know if paradoxical leader behaviors are as effective at a group level as it is known to be at an individual level.

Overall current thesis promises to contribute significantly towards both theory and practice by enhancing general understanding and better conceptualization of paradoxical leader behaviors. Organizing leadership theories in terms of processes that produce outcomes at multilevel may help practitioners focus on theories that best fit with their organization's systems, and address most urgent and critical organizational concerns.

1.8 Theoretical Foundations of Current Study

1.8.1 Trait Theory

Proposed model in this dissertation is supported by the help of trait theory. Trait theory refers to an approach of studying human traits, where traits are defined as habitual pattern of behaviors, emotion and thought (Allport, 1927, 1937). Trait theory has received abundance of empirical support by several researchers in the domain of leadership. It is believed that personality traits helps us to explain as to why a person acts the way he/she does in a leadership position and thus considered to be the key predictor of a person's behavior in a leadership position (Andersen, 2006). Most commonly used framework to represent personality traits is big five personality traits. According to this framework, personality consists of five factors, often labelled: Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness to experience (Costa and McCrae, 1992). Several studies in literature have examined the impact of personality traits over several leadership behaviors such as transactional (Bono and Judge, 2004), transformational (Judge and Bono, 2000), charismatic (De Vries, 2012) servant (Washington et al., 2006) and ethical leadership (Walumbwa and Schaubroeck, 2009). However since all leaders behaviors predicted of personality so far also evolve from the continuum of task vs. relationship orientation and thus it has reinforces the perception that leaders personality can either transcend in task or relationship oriented behaviors (McCleskey, 2014; Church and Waclawski, 1998). Purpose of current study is to extend theorists knowledge in the domain of leadership by identifying those personality traits which are associated with paradoxical oriented behaviors. More specifically, current dissertation examines the relationship between leaders' Big Five personality traits and paradoxical leader behaviors.

Further, in line with trait theory, it has been demonstrated by several researchers that differences in managers' personality traits are related to diverse leadership behaviors which in turn can have a significant influence over followers' outcomes (Church and Waclawski, 1998; Bono and Judge, 2004; Belasen and Frank, 2008;

Judge and Bono, 2000; Andersen, 2006). Thus taking a clue form trait theory, current dissertation also examined the impact of leaders' paradoxical behaviors over followers' outcomes.

1.8.2 Supporting Theories

1.8.2.1 Trait Activation Theory

Extending on trait theory, trait activation theory suggests an interactionist perspective where both traits and situation contribute towards predicting behavior. As per trait activation theory individuals express their traits when presented with trait relevant situational cues. (Tett and Burnett, 2003; Tett et al., 2013). Conversely, a situation can also suppress trait-relevant responses by restricting cues for their expression (Tett and Burnett, 2003; Ng et al., 2008). Expression of personality into respective behaviors thus varies with variation in trait relevant situations (Ng et al., 2008).

In the context of leadership also, leaders personality traits are believed to predict leader's behaviors however activation of such traits into their respective behaviors also require trait relevant situations. As suggested by past literature out of many factors, compatibility of followers characteristics with leaders orientations present one of the most critical situation for the activation and effectiveness of leaders behaviors (Dvir and Shamir, 2003). Followers are believed to affect leader's behaviors in two ways; leaders may interact with followers as a function of followers' personality or followers traits may serve as a part of context that can constrain or facilitate leader behavior (Bono et al., 2012). In other words leaders may modify their leadership behaviors in relation to their follower's orientations or in anticipation of their follower's responses (Burns, 1978). Personality traits can be activated into respective behaviors by situational cues that are relevant to characteristics of the traits or be suppressed by restricting cues for the expression as a constraint (Tett and Burnett, 2003). Based on trait activation theory, current dissertation examines the moderating role of followers' psychological capital over the leaders personality- paradoxical leader behaviors relationship as well as the relationship

between paradoxical leader behaviors and followers performance outcomes. It is argued is current dissertation that followers who endorse coexistence concept as their leaders do and have enough of psychological ability to deal with complexities or ambiguities at work without getting anxious, as one situational cue that not only enables activation of leaders' traits into trait relevant paradoxical leader behaviors and also effectiveness of such behaviors in the form of favourable followers performance outcomes

Moreover, trait theory and trait activation theory also provides theoretical justification in linking leader's personality with leader's behaviors and its subsequent effect over followers' outcomes in the form of follower's performance outcomes. One of the aims of current dissertation was also to explore the role of paradoxical leader behaviors as an explaining link between leaders' personality and followers' performance and innovative outcomes. It is done by examining the mediating role of paradoxical leader behaviors between leaders' personality and followers' outcomes relationship.

1.8.2.2 Social Identity Theory

Second theoretical support for current dissertation comes from social identity theory. Social identity theory is suggested to be one of the most significant construct in developing theoretical reasoning for relating different leader behaviors with group outcomes (Epitropaki et al., 2017; Wang and Howell, 2012; Ellemers et al., 2004).

Social identity refers to a part of an individual's self concept derived from perceived membership to a relevant social group (Tajfel, 1978; Tajfel et al., 1979). It is suggested by literature that leaders who attempt to meet followers personal requirements through creating supportive work environment and also emphasize clear standards for compliance or performance, not only are able to boost their followers self esteem but also make work values consistent with their own values. Such an impact shifts followers' identification from individual to collective level (Zhu et al., 2012). On that premise, transformational as well as transactional leader behaviors have specifically been associated with elevating group members'

identity with their relevant group. (Epitropaki and Martin, 2005; Bass et al., 2003; Wang and Howell, 2012). Ultimately such elevated group identity make group members intrinsically motivated towards exerting themselves on behalf of their group and show group oriented behaviors (Ellemers et al., 2004). One of the objectives of current dissertation was also to extend the line of multilevel research to the domain of paradoxical leaders behaviors, thus theorizing on the basis of social identity theory, current study examines the relationship between paradoxical leader behaviors and group performance and group innovation. More specifically current study contends that by creating an environment that simultaneously considers followers needs, help them face challenges and emphasize clear standards for performance as a condition for rewards or punishment, paradoxical leaders not only boost their followers' self esteem but also create a consistency between group and group members values. Such an impact may ultimately leads to elevated group identity and favorable group level outcomes.

1.9 Definitions of Variables

1.9.1 Paradoxical Leader Behaviors (PLB)

Paradoxical leader behavior in people management refers to "seemingly competing, yet interrelated, behaviors to meet structural and follower demands simultaneously and over time." (Zhang et al., 2015, p.538). Paradoxical leader behavior is assessed by evaluating how extensively leaders embrace paradoxical actions, and recognize that both behavioral orientations toward the two poles of a paradox are inseparable and interdependent, consistent with conceptualization of paradoxes: that opposite coexists and may be embraced simultaneously. (Fang, 2005; Zhang et al., 2015).

1.9.2 Personality

Personality refers to the "distinctive patterns of behavior that characterize each individual's adaptation to situations of his or her life" (Andersen, 2006, p.1086).

Personality is usually assessed through measuring the core attributes of the Big Five personality dimensions (John et al., 1999)

1.9.3 Psychological Capital

Psychological capital is defined as an "individual's positive psychological state of development and is characterized by:

(1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive attribution (optimism) about succeeding now and in the future; (3) persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resiliency) to attain success." (Luthans et al., 2007b, p.3). Psychological capital as high order construct that represents one's positive evaluation of circumstances and probability for success based on motivated effort and perseverance (Luthans et al., 2007a)

1.9.4 In-Role Job Performance

In-role job performance can be defined as "actions specified and required by an employee's job description and thus mandated, appraised, and rewarded by the employing organization." (Janssen and Van Yperen, 2004, p.369). In-role job performance is assessed through evaluating the frequency with which individual engage in behaviors which are specifically recognised by formal reward systems and are part of requirements as prescribed in job descriptions (O'Reilly and Chatman, 1986; Williams and Anderson, 1991).

1.9.5 Innovative Work Behaviours

Innovative work behavior is defined as "the intentional creation, introduction and application of new ideas within a work role, group or organization, in order to benefit role performance, the group, or the organization" (Janssen, 2000, p.288).

It is evaluated by assessing the extent to which employees exceed their standard work behaviors by generating, promoting, and realizing new ideas (Janssen, 2001).

1.9.6 Team Performance

Team performance is defined as "the extent to which a team accomplishes its goals or mission" (Bell, 2007, p.595). It usually reflects supervisor ratings of team productivity or objective indicators of team quantity and quality of productivity (Barrick et al., 1998).

1.9.7 Team Innovation

Team innovation refers to the "introduction or application within a team of ideas, processes, products, or procedures that are new to that team and that are designed to be useful." (De Dreu and West, 2001, p.1191). Team innovation is often assessed through team leaders ratings of quantity and quality of ideas developed within the team as well as of ideas implemented (Eisenbeiss et al., 2008).

Chapter 2

Literature Review

2.1 Overview

A review of previous research on paradoxical leader behaviors (PLB) is provided in this chapter. Based on theories and previous studies, hypotheses are also developed. Current dissertation comprises two models. Model 1 considers personality antecedents and individual level followers' performance outcomes of paradoxical leader behaviors. Mediating role of paradoxical leader behaviors between leaders' personality and followers' performance outcomes relationship is also considered in Model 1 together with moderating role of followers' psychological capital over said relationships. Model 2 on the other hand considers relationship between paradoxical leader behaviors and group level outcomes. Mediating role of individual level followers' performance outcomes together with moderating role of followers' psychological capital over said relationships is also considered in Model 2. Each of these is discussed in detail as follows.

2.1.1 Leadership Behaviors

Leadership has been an area of immense interest for hundreds of years from the early Greek philosophers such as Plato and Socrates to abundance of literature by management and leadership experts however the need for effective leadership in today's world is more eminent than ever before. It is suggested that in today's

complex and ever changing global environment, leadership plays a critical role not only to the success of individuals and organizations, but also to sectors, regions and nations (Bolden, 2004).

Leadership presently is one of the most talked about issues in businesses and organizations. Despite recognition of the criticality of leadership, however, there remains a mystery as to what leadership actually is and how one can define it. The problem of defining leadership lies in complexity of construct which is open to subjective interpretation and use of variety of theoretical approaches in defining leadership. However despite such difficulties some common themes have been identified in the way leadership is conceived. For instance, Northouse (2018), recognized that leadership is a process that involves influence and goal achievement and occurs in a group context. Daft (2014), defined Leadership as an influence relationship between leaders and followers who aim to achieve real changes and outcomes that reflects their shared purposes.

2.1.2 Approaches to Leadership

Leadership is one of the most debated and discussed topics in the social sciences (Derue et al., 2011). Two most influential approaches that have been identified in literature which offer an important context for the consideration of wider issues about defining leadership capabilities are ***Trait and Behavioral based approaches*** to leadership (Bolden, 2004).

Research on leadership began with the search of traits that differentiated leaders from non leaders and described individuals' effectiveness as leaders (galton genious). In effect, this was the beginning of the trait paradigm of leadership research (Derue et al., 2011).

For the first half of the twentieth century, it was thought that it would be possible to identify those set of traits, which could be used when individuals are selected and promoted for leadership positions. This search was strongly inspired by the ***'great man' theory*** which focused on how (primarily male) figures achieved and maintained most of the influential positions (Bolden, 2004).

Subsequent studies did establish that individual characteristics, such as demographics, skills and abilities, and personality traits, predict leadership effectiveness (Judge et al., 2002; Mumford et al., 2007; Judge et al., 2004). Several researchers disapproved trait-based leadership approaches as being inadequate to explain leadership and leader effectiveness. This rejection was not only widespread but also long lasting, and it echoed in majority of the major social, industrial and organizational psychology textbooks for the next 30–40 years (Zaccaro, 2007).

Critiques of the leader trait paradigm impelled scholars to look beyond leaders' traits and consider leaders' behaviors in relation to leaders' effectiveness. This led to research on initiation of structure and consideration (Mann, 1959; Stogdill, 1948), and established the behavior paradigm of leadership research. Leader behaviors are often discussed in terms of behavioral orientations towards (a) task processes, or (b) relational dynamics.

Task-oriented behaviors involve defining task roles and role relationships among group members, determining standards of task performance, coordinating group members' actions, and ensuring group members perform up to those standards.

Relational-oriented behaviors on the other hand focus on leader's consideration, concern and respect for individual group members. Leaders with relational orientations are friendly and easy to talk to or approachable. They are open to input by others, and treat all group members equally (Bass and Stogdill, 1990; Bass and Avolio, 1995).

The impact of the leader behavior paradigm can be observed across leadership theories, including Blake and Mouton (1964) **managerial grid**, Fiedler (1967) **contingency model**, and the work on **transformational** and **transactional** leadership (Avolio et al., 1999). Leader behavior paradigm not only provided the basis for new theory, but meta-analytic evidence also suggested that leader behaviors are significant predictors of leadership effectiveness (Derue et al., 2011).

Despite wide spread popularity of behavioral approach, In the 1980s, there was resurgence of trait based approach when several trait based models once again

pointed to the extraordinary qualities of individuals as key determinants of their effectiveness thus directly challenging the supposed empirical basis for rejecting trait based models of leadership. These trait based models, while also recognizing the importance of the situation in leadership, once again referred to the extraordinary qualities of individuals and other stable personal attributes as crucial determinants of their effectiveness (Zaccaro, 2007).

Research during that period provided an extensive empirical foundation for the argument that traits do matter in the prediction of leaders' effectiveness (Judge et al., 2002). Thus, traits re-emerged in the lexicon of scientific leadership research

However considering the fact that leadership represents a complex pattern of behaviors likely to be explained by several leader attributes and trait approaches to leadership require to reflect this reality, thus most recently there has been greater emphasis over integration of leader attributes and leader behaviors where particular leader traits and leader behaviors are jointly considered in relation to leadership.

In addition to that, studying the impact of situational factors over trait –behavior conceptualization of leadership is also emphasized in recent years (Zaccaro, 2007; Tett et al., 2013).

2.2 Paradoxical Approach of Leaders towards Managing People

In the context of leadership, several scholars have asserted that complexity, ambiguity and paradoxes are the most crucial managerial issues to be dealt with in recent times (Quinn et al., 2015), thus it is required of effective leaders to not only embrace such inconsistencies or paradoxes but also convert such situations into opportunities. Despite the fact that challenging paradoxical situations exist at both macro and micro organizational levels, literature so far have not sufficiently addressed paradoxes at micro level, specifically in the domain of people management (Schad et al., 2016; Denison et al., 1995).

Paradoxical leader behavior in people management is identified by expression of an ability to conceive and deal with multiple competing organizational and follower's demands simultaneously.

In other words, in order to capture essence of paradoxes that opposites coexist and thus be dealt with simultaneously, leaders are to adopt "both –and" strategy and not "either –or" strategy towards managing structural and relational demands at work.

On the basis of such premise, five behavioral dimensions are indentified in relation to paradoxical leadership in people management which are as follows;

2.2.1 Combining Self-Centeredness with Other-Centeredness

A structural orientation suggests that leaders are the centre of influence, whereas individual consideration suggests that leaders are concerned about others. However, paradoxical leaders have the capacity to harmonize self-centeredness and other-centeredness.

Paradoxically oriented leaders are able to maintain their central influence, while at the same time sharing recognition and leadership with followers (Yang et al., 2019).

2.2.2 Maintaining both Distance and Closeness

Leaders' distance from followers' implies maintaining distinction in status, authority, and power of leaders from followers whereas adherence to followers' demands inherently involves reducing status distinctions, combined with developing close interpersonal relationships.

To manage the paradox of hierarchical distance and interpersonal closeness, paradoxical leaders do not take employees simply as subordinates; rather they maintain hierarchical distinctions in dealing with work issues, while at the same time forming close interpersonal bonds (Zhang et al., 2015).

2.2.3 Treating Subordinates Uniformly while allowing Individualization

To establish uniformity as a basic principle while treating people on the basis of their membership in a social group, leaders may assign followers to homogeneous positions with similar privileges and status without showing favouritism. However, such uniformity can depersonalize them and deny them of uniqueness therefore it is equally emphasized for leaders to treat subordinates uniquely or personally, such as through individualized consideration. Paradoxical leaders tend to maintain and harmonize uniformity and individualization. (Shao et al., 2019).

2.2.4 Two Dimensions of Control and Empowerment

(1) Enforcement of work requirements while allowing for flexibility and (2) maintaining decisional control while also allowing autonomy (relevant to output control). Paradoxical leaders tend to control subordinates' actions, behaviors and decision making in work processes while at the same time giving employees discretion to act flexibly and autonomously (Yang et al., 2019).

In summary, paradoxical leaders simultaneously and dynamically adhere to structural and followers' demands in managing people over time

2.3 Comparison of Paradoxical Leader Behaviors with Other Leadership Behaviors

Considering the fact that all leadership behaviors identified so far in literature evolve of either relational or transactional approach and leadership literature has typically framed this as "either–*or*" strategy towards task and relational behavioral orientation while managing people whereas paradoxical leader behavior is a behavioral approach of a leader that involves "both- and" strategy towards task and relational orientation while managing people thus we draw our comparison of

paradoxical leader behaviors with other leadership behaviors on the same premise (Zhang et al., 2015).

2.3.1 Transactional Leadership

Transactional behaviors refer to those behaviors of leaders where commitment from followers' is gained on the basis of a basic exchange of pay and security etc in return for reliable work. In other words transactional leaders make it very clear as to what is expected of their subordinates in terms of task performance and what rewards their subordinates will get for meeting those expectations (contingent rewards). Such leaders not only focus and foresee task-oriented problems but also take prompt corrective action. Both initiating structure and contingent reward describe transactional leaders as being clear about what is expected of their subordinates and what are the standards for performance for them. Such leaders use these standards to shape followers' motivation, commitment and behavior.

Moreover, any deviation from those standards is dealt with the use of structure and routines (Bolden, 2004). In short transactional behaviors are primarily concerned with meeting structural demands through ensuring strict adherence to standards and defining strict patterns of communication (Gottfredson and Aguinis, 2017). Thus such behaviors contrast from paradoxical approach towards managing people which involves balancing task as well relational orientation towards managing people rather than focusing merely over meeting structural demands, maintaining hierarchical distance and enforcing standards. Unlike transactional leaders, paradoxical leaders do allow for flexibility, autonomy and closeness with followers.

2.3.2 Transformational Leadership

James MacGregor Burns was the first one to come up with the concept of 'transforming leadership'. (burnsleadership). He suggested that transforming leadership happens when one or more individuals engage with others in such a way that leaders and followers raise one another to higher levels of morality and motivation. Central to this approach is an emphasis on the leaders' ability to motivate

and empower his/her followers and also the moral aspect of leadership. Transformational leadership is a process in which leaders play an idealized role model, stimulate and persuade creativity, provide inspirational motivation, and engage in mentoring followers to achieve the organization's vision and goals (Mahmood et al., 2019).

Commonly categorized as more of a relational approach towards managing people (Daft, 2014), transformational leadership is often contrasted with more traditional task or transactional oriented behaviors, where followers' commitment is gained by the leaders on the basis of a more straightforward exchange of security and pay. Thus in the context of paradoxical leader behavior which emphasize control, distance and self centeredness together with empowerment, individualism and closeness, transformational leader behaviors may contrast with such behavioral orientation due to its primary inclination towards relational orientation than balancing it with task orientation.

2.3.3 Situational or Contingency Leadership

Typically, situational or contingency theories of leadership put emphasis on, with mixed support, an "either–or" strategy, such as being task or relationship oriented behaviors, depending on the situation (Fiedler, 1967). Such theorists view two as separate and potentially conflicting; they focus over matching or deploying leader behaviors according to specific situations in order to achieve effectiveness. Situational leadership is defined as an approach to leadership in which a leader adapt his/her leadership behavior in order to suit the situation (Setiawan et al., 2019).

In other words, contingent approach indicates choosing between competing behaviors, depending on a situation. Paradoxical leader behaviors on the other hand suggest a contrasting or alternative approach. As per paradoxical approach towards leadership choosing between competing demands may enhance short-term performance, but in order to attain sustainable long-term effectiveness, leaders are not only to accept but also harmonize paradoxes simultaneously.

2.3.4 Charismatic Leadership

The charismatic leader (House, 1976) is seen to be someone who can restore morale and present a positive vision for the future. This approach to leadership combines both notions of the transformational leader as well as earlier trait based theories of leadership (Northouse, 2018). Charismatic leadership theories emphasize on the emotional attachment to the leader and emotional and motivational arousal of the followers; augmentation of followers' valences in relation to leaders' mission; followers' self-esteem, followers' values; and followers' intrinsic motivation. Such leadership behaviors contrasted with other behaviors that involve leader/follower exchange relationships, providing support and direction, and reinforcement behaviors such as offering material incentives or the warning of punishment (Shamir et al., 1993).

Such behaviors equally contrast with paradoxical leader behaviors which also emphasize maintaining distance with followers together with closeness. It considers maintaining hierarchical structure, authority, control and enforcing work requirements together with allowing autonomy, discretion and individualization.

2.3.5 Servant Leadership

Servant leader follows his/her path out of a desire to serve rather than out of a desire to lead (Greenleaf, 1998). They first and foremost seek to develop followers on the basis of their altruistic and ethical orientations (Eva et al., 2019). In other words servant leaders are defined by showing their complete commitment to serve and help others. Such leaders are able to build trust by selflessly serving others first. Servant leaders put the needs of their followers before their own needs and focus their efforts on supporting their followers grow to reach their maximum potential and attain organizational and career success. Their motive behind accomplishing these tasks is not self-serving; rather, they see the development of their followers as an end, in itself, and not merely a means to attain the leader's and organization's goals (Liden et al., 2008).

Such behaviors largely contrast with paradoxical leader behaviors which focus over balancing self centeredness together with other centeredness. Paradoxical leaders are able to maintain central influence while at the same time sharing recognition with followers. While allowing for individualized consideration such leaders do not compromise over enforcing work requirements and meeting organizational structural needs.

2.4 Personality and Leaders Behaviors

Personality traits refer to psychological qualities that contribute to an individual's enduring and distinctive patterns of feeling, thinking, and behaving (Cervone and Pervin, 2015). It is believed that personality traits enable to explain as to why a person acts the way he/she does in a leadership position and thus considered to be the key driver of a person's behavior in a leadership position (Andersen, 2006).

Several studies in literature have examined the impact of personality traits over several leadership behaviors such transactional (Bono and Judge, 2004; De Hoogh et al., 2005a), transformational Phaneuf et al. (2016), charismatic (Oreg and Berson, 2015), Servant (Sun and Shang, 2019), ethical (Özbağ, 2016), etc.

Traits are most frequently operationalized using the Big Five or Five-Factor Model (FFM). The Five-Factor structure has been captured through analyses of trait adjectives in various languages, factor analytic studies of existing personality inventories, and decisions regarding the dimensionality of existing measures made by expert judges. The cross-cultural generalizability of the Five-Factor structure has also been established through research in several countries (Judge et al., 2002). The personality dimensions comprising Five-Factor structures are personality Extraversion, Agreeableness, Conscientiousness, Neuroticism and Openness to Experience (De Vries, 2012; Goldberg, 1990).

Five Factor Model is the most widely used model of personality traits in research (Constantinescu and Constantinescu, 2016). Bearing in mind that leaders behaviors is a function of the leader's traits, there is considerable conceptual and empirical support that such behaviors may explain the association between leaders traits

and leader effectiveness, (Derue et al., 2011). Thus first section of current thesis considers the impact of impact of personality over paradoxical leader behaviors with subsequent impact of paradoxical leader behaviors over followers' individual level outcomes. Also the role of paradoxical leader behavior as a link between leaders' traits and followers' individual outcomes is also considered.

2.5 Personality and Paradoxical Leader Behaviors

Different leaders exhibit different behavioral tendencies while managing people. However depending on their personality, a behavioral tendency that enables leaders' to capture the essence of paradoxes- i.e., opposites coexist and could be dealt with simultaneously- and thus adopt a strategy to deal with both followers and structural demands simultaneously, may result in paradoxical behaviors. Current study relies on "Big Five" or "Five-Factor Model" (FFM) of personality dimensions—Extraversion, Agreeableness, Conscientiousness, Neuroticism and Openness to Experience (De Vries, 2012; Goldberg, 1990) — to examine the impact of leaders' personality over paradoxical leader behaviors. Drawing on descriptions of Big Five personality traits in literature (Novikova and Vorobyeva, 2019), following predictions are proposed for leader personality and leader paradoxical behaviors relationship.

2.5.1 Extraversion

Extraversion is a prominent factor in personality psychology as evidenced by its presence in several personality measures and its key role in major taxonomies of personality. Extroverted individuals tend to be adventurous and open to new challenges. They not only embrace paradoxes in the workplace with greater fluidity than others but also come up with innovative solutions to address complexities, ambiguities and paradoxes at work place (Judge and Bono, 2000; De Hoogh et al., 2005b).

Such tendency to embrace and think paradoxically of extroverted individuals is at the core of paradoxical approach of leaders towards managing people.

Moreover, with respect to interpersonal interactions, generally extraversion is thought to consist of sociability. However extraversion is a broader construct that involves behavioral complexity (Judge et al., 1999). Extroverts are sociable, active and affectionate. Such individuals are also known to experience and express positive emotions such as optimism, joy, energy, zeal and high spirit (Watson and Clark, 1997; Judge et al., 2013). However parallel to being social, warm and energetic extraverts also tend to be assertive in their interactions with others (Chernyshenko et al., 2011; Judge et al., 2013). They are often dominant and forceful (Judge et al., 2013).

Thus extraversion comprises of two main components in terms of interpersonal relations i.e. affiliation (having and valuing warm personal relationships) and agency (being socially dominant, assertive, and influential) (Bono and Judge, 2004). Such individuals thus are easily identified in groups because they not only tend to frequently engage in conversation with others and develop long term trust worthy relationships with people but also tend to assert themselves (Hassan et al., 2020).

Such tendencies of extroverted individuals may play a vital role in maintaining warmth and open interaction for the sake of sorting followers' work place issues and meeting their relational demands while at the same time, maintaining psychological distance and status with followers for the sake of ensuring steady contribution towards organizational tasks. Considering that paradoxical leader behaviors also involves such behavioral complexity in the form of meeting structural demands of influence and control while simultaneously meeting followers' demands of closeness and flexibility, thus it can be assumed that tendencies extroverted leaders may guide their behaviors towards adopting paradoxical approach for managing people.

Hence, based on the above arguments, it is assumed that

Hypothesis 1a; Extraversion is positively related to Paradoxical Leader Behaviors

2.5.2 Agreeableness

Agreeableness is one of the big five personality traits that reveal how much a person is inclined towards maintaining and valuing relationships (Riaz and Khan, 2016). It shows the tendency to be compliant, caring, trusting and gentle (Şahin et al., 2019). Compared to individuals low in agreeableness, highly agreeable individuals are extremely altruistic, modest and they value affiliation and avoid conflict in their dealings with others (Stricker et al., 2019; Judge et al., 2013; Bono and Judge, 2004).

Agreeableness is believed to be closely related to constructs such as other-oriented moral reasoning, sympathy, and perspective taking behavior (Graziano and Eisenberg, 1997). They are seldom argumentative and tend to avoid environments characterized by conflicting or divergent goals. Such individuals usually experience less excitement when they engage in arguments and show stronger aversion to confrontations than individuals who are argumentative (Moss and Ngu, 2006). They are always inclined to benefit others (regardless of whether the behavior is motivated by altruism or other forms of motivation, such as rewards and social approval) (Graziano and Eisenberg, 1997). They may also compromise their own interests for the sake of others. Agreeable individuals tend to be submissive and confirming to an extent that at times they seem less decisive and confident in their own vision, putting communion ahead of agency (Colbert et al., 2012; Riaz and Khan, 2016).

When combined, these tendencies are the complete opposite of what is required of paradoxical leaders who uphold a positive attitude towards paradoxical challenges at work and are able to maintain interpersonal relationships but not at the cost of hierarchical distinctions. In other words, unlike tendency of agreeable individuals, paradoxical leader behaviors involve maintaining other centeredness and self centeredness simultaneously.

Hence, based on the above arguments, following hypotheses is proposed:

Hypothesis 1b: Agreeableness is negatively related to Paradoxical Leader Behaviors

2.5.3 Conscientiousness

Conscientiousness has been one of the most commonly studied traits in work psychology. Conscientiousness is a predisposition primarily linked with self control and pre meditated behaviors (Hassan et al., 2020). Conscientious individuals are cautious, deliberate and methodical and thus adhere to standards strictly and follow agreed upon procedures (Judge et al., 2013). Behavioral tendencies of this kind not only limit conscientious individuals' ability to take advantage of the opportunities posed by a complex or uncertain environment but also make it more difficult for them to develop unconventional methods to resolve paradoxical work issues (De Hoogh et al., 2005a). Paradoxical leader behavior on the other hand involves initiative on part of leaders and developing unconventional approach towards managing paradoxical issues at work place, thus it can be assumed that tendencies of conscientious individuals to be cautious and methodical while dealing with different workplace issues may prohibit them to adopt paradoxical approach towards managing people.

While dealing with people also, conscientious leaders show strong sense of direction, organization and high achievement orientation (Costa and McCrae, 1992; Bono and Judge, 2004; Moss and Ngu, 2006; Colbert et al., 2012). Such methodical and high achievement oriented approach of conscientious leaders, make them not only set high performance standards but also micromanage their employees' fulfilment of task demands and thus allow only limited flexibility (Camps et al., 2016; Costa Jr et al., 1991).

Unlike paradoxical approach of leadership towards managing people that involves out of the box thinking towards maintaining both organizational and followers demands simultaneously, it can be assumed that excessively methodical and inflexible tendencies of conscientious leaders towards manage people may enable them to serve structural organizational needs better than followers' individual needs and thus failing to meet both simultaneously in the form of paradoxical leader behaviors

Hence, based on the above arguments, it is assumed that

Hypothesis 1c: Conscientiousness is negatively related to Paradoxical Leader Behaviors

2.5.4 Neuroticism

Neuroticism is one of the most pervasive traits across personality measure and it is prominent in nearly every measure of personality. Neuroticism leads to at least two related tendencies one related to anxiety i.e. instability and stress; and other related to personal well being i.e. depression & personal insecurity (Judge et al., 1999).

Neurotic individuals tend to exhibit poor emotional adjustment and often experience negative effects such as fear, sadness and guilt (Şahin et al., 2019). Neurotics are anxious, emotional and impulsive. They are self conscious, highly vulnerable and lack self confidence when dealing with workplace issues (Costa Jr et al., 1991; Liao et al., 2008; De Hoogh et al., 2005a). Such individuals tend to view the world through a negative lens. They respond poorly to environmental stress and are more likely to interpret ordinary situations as threatening and minor problems as hopelessly difficult to manage. (Mahasneh et al., 2015). Generally associated with low self-esteem and low general self-efficacy, such individuals are unlikely to involve themselves in their subordinates' efforts and avoid leadership responsibilities (Bono and Judge, 2004).

In their interactions with others, neurotic individuals are often inconsistent, hostile and quick to express anger for which they are unable to develop long term strong relationships with their followers (Colbert et al., 2012)). When combined, these tendencies are the complete opposite of what is required of paradoxical leaders, who maintain a positive attitude in a complex and ever evolving business environment and are able to simultaneously fulfil seemingly competing structural and followers' demands (De Hoogh et al., 2005a).

Hence it is assumed

Hypothesis 1d: Neuroticism is negatively related to Paradoxical Leader Behaviors

2.5.5 Openness to Experience

Traditional conceptualizations of openness to experience involve culture (an appreciation for the arts, and sciences and a liberal and critical attitude toward societal values) and intellect (the ability to learn and reason). Openness to experience represents individuals' tendencies to be introspective, creative, imaginative and resourceful. They are emotionally responsive and intellectually curious (Bono and Judge, 2004).

In other words, people who score high on openness desire to go beyond the obvious and adopt new ideas and approaches while dealing with complex issues (Hassan et al., 2020; Ali, 2019). Individuals who are open to experience are divergent thinkers, have a high tolerance for ambiguity, and prefer challenges and complexity. They are insightful and tend to be unconventional or nonconforming. These tendencies enable them to accept and deal with workplace paradoxes better than others (De Hoogh et al., 2005a; Derue et al., 2011).

In terms of people management such individuals not only maintain decisional control while using unconventional means and methods to achieve organizational goals (De Hoogh et al., 2005a) but also remain flexible and open to others' perspectives (Colbert et al., 2012). Rather they tend to urge their followers to likewise develop unconventional methods for achieving their goals at work (Moss and Ngu, 2006).

Individuals open to experience have the ability to adapt their decision making with respect to others perspective and changing situational cues in an organizational setting (Judge and Bono, 2000; Thoresen et al., 2004; Colbert et al., 2012).

Since all such characters are critical for paradoxical leader behaviors which is characterized by accepting and meeting competing organizational and followers demands through searching for new perspectives or divergent thinking and also allowing followers voice alternative perspectives over various issues, thus it may be proposed that

Hypothesis 1e: Openness to experience is positively related to Paradoxical Leader Behaviors

2.5.6 Trait Activation of Followers Psychological Capital and Paradoxical Leader Behaviors

As per trait activation theory, expression of personality into trait relevant behaviors varies with variation in trait relevant situations (Tett and Burnett, 2003; Tett and Guterman, 2000). Personality traits are seen as latent potentials that reside in a person and can be triggered into actions by situational cues which are relevant to characteristics of the traits. Conversely, a situation can also suppress trait-relevant responses through restricting cues for the expression of traits, in the form of constraint (Ng et al., 2008). Literature suggests that followers' characteristics with whom a leader is dealing with may serve as part of Tett and Burnett (2003) context that can serve to constrain or elicit leader behavior (Bono et al., 2012). Followers may approve or disapprove different leadership behaviors depending upon their ability, traits and other characteristics (Dvir and Shamir, 2003; Bono et al., 2012). Through observing followers behavioral cues, leaders are not only able to anticipate followers preference but also their responses to different leadership behaviors (Dvir and Shamir, 2003). On the basis of such observations and judgements, leaders may interact with followers as a function of follower's characteristics or follower's characteristics may serve as a part of context that can constrain or facilitate leaders' specific behaviors (Bono et al., 2012; Dvir and Shamir, 2003; Kamdar and Van Dyne, 2007; Burns, 1978).

It is suggested in literature that most suitable followers for any leader who enable them to express their trait related behaviors are the ones holding orientations that are compatible with the leaders' orientations (Dvir and Shamir, 2003). Thus in the context of paradoxical leader behaviors, we expect that followers who endorse coexistence concept as their leaders do and have enough of psychological ability to deal with complexities or ambiguities at work without getting anxious (Zhang et al., 2015), may elicit more paradoxical behaviors on part of leaders than others. Followers' psychological capital is one such set of positive psychological resources which may enable individuals' to show behavioral tendencies in line with paradoxical leadership. Individuals with high psychological capital put extra effort with

greater confidence and successfully mobilize their cognitive resources for the sake of executing a particular task(efficacy), have more willpower and energy to generate multiple solutions to problems (hope), expect good things to happen to them and thus facing problems, challenges and coping with adversity positively (optimism), deal with variety of conditions i.e. both favourable and adverse but still be successful (resilience) (Luthans et al., 2006; Woolley et al., 2011; Walumbwa et al., 2010).

Collectively, four psychological resources are believed to synergize together to enhance individuals behavioral ability to cope up with paradoxical, conflicting and ambiguous situations through combating stress, anxiety and showing perseverance (Luthans et al., 2010, 2007b; Avey et al., 2011). Such individuals show much enhanced ability to generate positive outcomes despite pressures and difficulties (Abbas et al., 2014). Such behavioral tendencies and abilities of followers' with high psychological capital may provide cues of what is valued and expected of leadership behaviors. As per trait activation theory the relationship between trait and trait-relevant behaviors is stronger in situations that provide cues that are relevant to those traits, than in situations with fewer relevant cues (Tett and Guterman, 2000). Considering critical role of leader-follower compatibility in eliciting or constraining trait relevant behaviors, we suggest that followers with high psychological capital provides behavioral cues consistent with paradoxical orientations of extraverted leaders thus enabling expression of such behaviors on part of such leaders. As mentioned earlier that extroverted leaders are adventurous, confident, and open to new challenges and show tendencies to not only embrace paradoxes but also address complexities, ambiguities work place with much resilience (Judge and Bono, 2000; De Hoogh et al., 2005a). Such individuals are also known to experience and express positive emotions such as optimism, energy, and high spirit (Watson and Clark, 1997; Judge et al., 2013). Keeping in view that enactment of leaders trait related behaviors is subject to how compatible their tendencies are with followers, thus deriving on the notion of trait activation theory, we may suggest that behavioral cues provided by followers with high psychological capital are much relevant to paradoxical behavioral tendencies of extroverted leaders thus

eliciting more paradoxical behaviors on part of such leaders than when they are dealing with followers having low psychological capital.

Building further on trait activation theory, we suggest that behavioral cues provided by followers having high psychological capital may not be consistent or compatible with behavioral tendencies of agreeable, consciousness and neurotic leaders thus not only constraining their trait relevant behaviors but also motivate them to evolve out of their comfort zone and behave the way it is expected and valued by followers they are dealing with. (Tarantino, 2019; Kamdar and Van Dyne, 2007).

Unlike followers with high psychological capital, Agreeable leaders lack efficacy and resiliency when dealing with complexities and tough situations. More specifically they tend to avoid situations characterized by paradoxical demands or divergent goals. Similarly conscientious individuals are too cautious, deliberate (Judge et al., 2013) to take advantage of the opportunities posed by a complex or uncertain environment and develop unconventional methods to resolve paradoxical work issues (De Hoogh et al., 2005a). Interacting with followers having high psychological capital, leaders may receive cues, inconsistent with their trait relevant non paradoxical orientations towards managing people. Such cues not only restrict expression of trait related behaviors but also motivate them to try and modify their behaviors in line with their followers' abilities and preferences.

Similarly neurotic leaders are highly vulnerable, lack efficacy and experience negative effects such as fear, sadness and guilt when dealing with challenging and complex workplace issues (Costa Jr et al., 1991; Liao et al., 2008; De Hoogh et al., 2005a; Bono and Judge, 2004). We suggest that when dealing with followers having high psychological capital such leaders may also feel motivated to break away from their comfort zone and act in line with paradoxical orientations of their followers assuming that they will be valued by such followers.

Leaders' openness to experience on the other hand is related to leaders' tendencies to use unconventional means and methods to maintain paradoxical work demands and achieve organizational goals (De Hoogh et al., 2005a; Colbert et al., 2012). Such individuals have the ability to adapt their decision making with respect to divergent perspectives and ever evolving work environment (Judge and Bono,

2000; Thoresen et al., 2004; Colbert et al., 2012). Such behavioral tendencies and abilities are in line with tendencies of followers having high psychological capital. Consistent with trait activation theory, such leader-follower compatibility in terms of behavioral tendencies may elicit more trait relevant paradoxical behaviors of leaders having openness to experience. Such activation may otherwise get constrained in case leaders having openness to experience are dealing with followers having low psychological capital.

Based on above mentioned arguments, following hypothesis is proposed

Hypothesis 2: Followers psychological capital moderates the relationship between leaders personality and paradoxical leader behaviors in such a way that positive relationship between leaders extraversion and paradoxical leader behavior is stronger when followers' psychological capital is high than when is low (Hypothesis 2a), negative relationship between leaders agreeableness (Hypothesis 2b) leaders conscientiousness (Hypothesis 2c) leaders neuroticism and paradoxical leader behavior is weaker when followers' psychological capital is high than when is low. (Hypothesis 2e) and positive relationship between leaders' openness to experience and paradoxical leader behaviors is stronger when followers' psychological capital is high than when is low.

2.6 Followers In Role and Innovative Performance Outcomes of Paradoxical Leader Behaviors

Drawing on the past literature we expect paradoxical behaviors to have positive impact over both follower's in role and innovative behaviors. In-role behaviors are defined as those behaviors that are prescribed as part of one's job (Barksdale and Werner, 2001). In other words such behaviors refers to activities that are related to employees' formal role requirements and assesses the proficiency with

which individual performs tasks that are specified in his or her job description (Chughtai, 2008; Griffin et al., 2007). Innovative behaviors on the other hand refer to production or adoption of useful ideas and idea implementation (Scott and Bruce, 1994).

Paradoxical leader behaviors may enhance follower work behaviors in two possible ways. First, by acting as role models and showing followers to embrace challenges in a complex work environment and second, through creating conjoined discretionary and bounded work environment.

Leaders are believed to modify followers' behavioral outcomes through role modeling as individuals observe leaders' behaviors, make sense of different behavioral cues, and finally reflect them back in their own behaviors (Manz and Sims Jr, 1981). By embracing workplace challenges and constructively dealing with paradoxes, paradoxical leaders provide their followers with a chance to observe desired behaviors, learn to be open to work role challenges, and develop a better understanding of emerging work demands in an ever-evolving work environment, ultimately leading to increased in-role and innovative performance behaviors (Sims Jr and Manz, 1982).

Similarly creation of bounded environment where leaders maintain decision control over implementing formal work role requirements or standards helps followers better understand their roles and responsibilities. Likewise, discretionary environment which allows flexibility and autonomy together with ensuring adherence to norms and standards reduces fear of being micro managed and adds further to follower's dignity, confidence and feeling of being empowered. Thus through creation of such balanced environment, leaders not only ensures followers adherence to in role job requirements but also maintains their level of motivation to be proficient and proactive in their jobs (Zhang et al., 2015).

Similarly such balanced environment where discretion is not allowed to an extent of creating chaos may enable production of not just ideas but useful ideas (Herrmann and Felfe, 2014). However since useful ideas must follow implementation in order to ensure innovation thus individuality, feedback and constant support on part of paradoxical leaders for followers in case they encounter any difficulty, not only

enable production of useful creative ideas but also assist them in implementation of those creative ideas ensuring innovation.

Hypothesis 3: Paradoxical leader behaviors is positively associated with followers' in-role job performance (Hypothesis 3a); with followers' innovative behaviors (Hypothesis 3b)

2.7 Moderating Role of Followers' Psychological Capital over Followers In Role and Innovative Performance Outcomes of Paradoxical Leader Behaviors Relationship;

Leadership however is a social or an interactive process which is determined by both leaders and followers thus it is suggested by past literature to take into account impact of followers' characteristics in combination with leaders' behaviors while predicting followers' outcomes (Zhu et al., 2009).

Taking a clue form trait activation theory, it is suggested that effectiveness of leaders' paradoxical behaviors in the form of followers' performance outcomes, may largely depend on how favourably such behaviors are evaluated and thus responded by their followers (Tett and Burnett, 2003).

Followers with positive characteristics such as taking initiatives, being disciplined and being critical thinkers are believed to have higher need of growth which makes them more responsive towards leader's efforts in relation to ensuring productive work outcomes (Zhu et al., 2009).

Thus we may expect that follower's positive psychological capital which is characterized by discipline, active learning and orientation towards taking initiatives (Abbas and Raja, 2015; Luthans and Youssef-Morgan, 2017; Avey et al., 2008; Mahar et al., 2017), may make followers more receptive and responsive towards paradoxical leaders efforts for ensuring both in-role performance and innovation.

Similarly in the context of positive evaluation of leadership behaviors and thus related effectiveness, one another factor that is equally critical is the compatibility between leaders' work orientations and those of their followers (Dvir and Shamir, 2003; Zhu et al., 2009). This applies even more clearly in regard to paradoxical leader behaviors (Zhang et al., 2015). By embracing paradoxes in the workplace and simultaneously integrating divergent perspectives, paradoxical leaders demonstrate seemingly inconsistent, complex or conflicting behaviors, which may cause discomfort or other negative affect amongst followers (Shao et al., 2019).

For this reason, the effectiveness of paradoxical leader behavior is highly dependent on whether followers possess sufficient personal capacity or psychological resources to make sense of and cope with such complex and contradictory behaviors (Perry et al., 2010; Zhang et al., 2015).

It is proposed by current dissertation that followers' with positive psychological resources, such as psychological capital, can better adapt to paradoxical behaviors and frame paradoxical demands in a more positive way, thus avoiding negative affect and becoming more productive when working with paradoxical leaders (Rabenu and Yaniv, 2017).

In other words follower's psychological capital enable individuals to cope with paradoxical, conflicting, or ambiguous situations by combating stress and anxiety and encouraging perseverance (Luthans et al., 2010, 2007b). With these arguments in mind, current dissertation suggests that psychological capital enables followers to expend their resources in ways that are compatible with paradoxical leader behaviors, thereby conserving energy and becoming more responsive to paradoxical leaders' efforts to enhance their followers' in-role and innovative performance outcomes (Perry et al., 2010). Hence, following hypotheses is proposed:

Hypothesis 4; Followers psychological capital moderates the positive relationship between paradoxical leader behavior and followers' in-role job performance (Hypothesis 4a); and followers innovative behaviors (Hypothesis 4b) in such a way that relationship is stronger when followers psychological capital is high than when is low.

2.8 Leaders Personality and Followers In Role & Innovative Performance Outcomes; Mediating Role of Paradoxical Leader Behaviors

Although there is a little research focus over linking personality with performance outcomes at workplace (Hogan et al., 1994; Ng et al., 2008; Aronson et al., 2006), However recent development in trait-leadership research suggests that personality acts more distally over performance outcomes through their impact over more proximal traits such as leaders inspirational or motivational behavioral patterns (Ng et al., 2008; Cavazotte et al., 2012; Zaccaro, 2007). In other words impact of leader's personality over followers' work outcomes can better be explained through leaders' behaviors. Keeping in view, several leadership behaviors that evolve over the continuum of relational and task orientation are considered in literature to link leaders' personality with followers' outcomes (Hassan et al., 2017; Pinck and Sonnentag, 2018; Walumbwa and Schaubroeck, 2009). But recent development in leadership literature suggests that in today's highly complex and intensely competitive business environment, leaders who adopt both relational and task oriented approach simultaneously towards managing people are far more effective in terms of followers outcomes than the ones who adopt either relational or task oriented approach towards managing people (She and Li, 2017; Zhang et al., 2015; Howell et al., 2005).

Building on previous empirical evidence and trait activation theory which suggest that traits guide emission of trait relevant behaviors which is ultimately reflected in workplace outcomes (Tett and Burnett, 2003; Phaneuf et al., 2016), current dissertation attempts to study the role of leaders paradoxical orientation towards managing people in the form of paradoxical leader behaviors in explaining the link between leaders personality and followers performance outcomes. It is suggested that paradoxical leader behaviors that inspires and motivates follower's efforts and performance may explain the distal impact of leaders' personality over followers outcomes more proximally.

To start with leaders' extraversion, past literature has abundantly associated this trait with favorable follower outcomes and effectiveness (Kahya and Şahin, 2018; Judge et al., 2002; Aronson et al., 2006). Taking a clue from past research and building on trait and trait activation theory, current dissertation suggests that extrovert leaders may be able to inspire both followers' in-role and innovative performance through adopting paradoxical approach towards managing people in the form of paradoxical leader behaviors. Paradoxical leader behaviours involve embracing paradoxical work place challenges and motivating their employees at work through adopting both relational and task oriented approach simultaneously. It is suggested in current dissertation that in line with the paradoxical approach towards managing people, extroverts are able to inspire and motivate their followers through 1) role modeling and 2) creating conjoined discretionary and bounded environment. As mentioned earlier extraverted individuals are active, self confident, dominant and sensation seeking. Such tendencies enable them to embrace workplace paradoxes and work through work place challenges successfully. Consequently such an approach towards managing complex and paradoxical workplace issues, may likewise inspire and enable their followers to counter work role challenges and be more productive as well as move beyond maintaining status quo and be innovative. Similarly ability of extrovert leaders to adopt paradoxical approach of maintaining a balance in being assertive while at the same time being warm, friendly and open to interaction may create an environment that not only enable followers adhere to work role requirements without getting demoralized due to strict work scrutiny but also boost their confidence to innovate usefully without losing focus.

Current thesis further extends to propose that highly agreeable leaders can be ineffective in terms of followers' outcomes due to their inability to adopt paradoxical approach towards managing people. Unlike paradoxical leader behaviors, tendency of such individuals to get along with a situation may make agreeable leaders naive to stand work role challenges and complexities thus limiting their ability to inspire their followers to work through in role challenges and move beyond status quo (Yesil and Sozbilir, 2013). Also, due to their strong desire to maintain

followers' demands, agreeable leaders may compromise on ensuring structural requirements and thus leading to relatively weaker in role performance on part of followers (Aronson et al., 2006). Similarly, allowance of unlimited discretion that at times go beyond agency on part of such leaders, may end up creating a chaos leading to production of less useful ideas and thus limiting innovation. Thus it can be assumed that due to excessive tilt over fulfilling followers demands over structural demands by agreeable leaders, they may lose balance in maintaining "both-and" strategy towards managing people in the form of paradoxical behaviors thus resulting in unfavourable followers in role and innovative performance outcomes.

As for leaders' conscientiousness, there has been consistent literature support for this trait to be effective in terms of work outcomes (Judge et al., 2002) until recently when dark side of consciousness was explored (Camps et al., 2016). It is suggested by literature that strong desire to ensure performance and achieve goals through strict scrutiny of followers, such leaders may lose relational touch with their followers.

Unlike paradoxical approach towards managing people, inability of conscientious leaders to maintain both task and relational demands simultaneously, may create unfavourable perception of a leader and demotivate followers , leading to relatively weaker in role performance. Similarly limited discretion on part of such leaders and creation of overly bound environment may have an equally detrimental impact over followers' innovation (Pieterse et al., 2010). In terms of role modeling also, unlike paradoxical leaders, since such individuals are dependable and rule bound thus they may not be able to think out of box and inspire followers to work through work role challenges and move beyond status quo. Hence it can be concluded that conscientious leaders' inability to balance and fulfil both followers and structural demands simultaneously in the form of paradoxical leader behaviors may lead to having unfavourable impact over both followers in role and innovative performance outcomes of followers.

Similarly neurotic leaders who are characterized by emotional instability, hostility, anxiousness and lack of self efficacy (Judge et al., 2002; Bono and Judge, 2004;

Colbert et al., 2012), may also be unsuccessful in managing and motivating followers' efforts towards achieving in role and innovative performance due to their inability to maintain both structural demands of roles and relational demands of followers simultaneously in the form of paradoxical behaviors. In other words, due to negativity, vulnerability and lack of self confidence of neurotic leaders, for which they are unable to resolve paradoxical workplace issues and rather avoid taking work role challenges, neurotic leaders may not be able to inspire and motivate followers positive behaviors, may it be in role performance or innovation on their part through adopting paradoxical approach towards managing people.

As for openness to experience, past literature has extensively associated leaders openness to experience with favourable follower outcomes. (Judge et al., 2002; Aronson et al., 2006; Ghani et al., 2016; Kiarie et al., 2017). It is suggested in current dissertation that in line with the paradoxical approach of paradoxical leader behaviors, leaders' with openness to experience as characterized by intelligence, imagination, curiosity and ability to come up with innovative solutions to successfully address paradoxes at work, may likewise inspire follower's performance outcomes favourably.

Ability of such leader to successfully deal with incompatible demands at workplace through adopting paradoxical approach towards managing people may rather create a win-win situation for both organization and followers. By enforcing structural role requirements and maintaining decisional control (De Hoogh et al., 2005a) while at the same time encouraging followers' to come up with innovative ideas and solutions to deal with work role challenges (Moss and Ngu, 2006) in the form of paradoxical behaviors, such leaders may not only inspire followers in role performance but also enhance their innovative performance.

Accordingly, following hypothesis is proposed:

Hypothesis 5; Paradoxical leaders behaviors mediates the relationships between leaders extraversion (Hypothesis 5a), leaders Agreeableness (Hypothesis 5b), leaders conscientiousness (Hypothesis 5c) leaders neuroticism (Hypothesis 5d), leaders openness to experience leaders (Hypothesis 5e) and followers in-role job performance.

Hypothesis 6; Paradoxical leaders behaviors mediates the relationships between leaders extraversion (Hypothesis 6a), leaders Agreeableness (Hypothesis 6b), leaders conscientiousness (Hypothesis 6c), leaders neuroticism (Hypothesis 6d), leaders openness to experience leaders (Hypothesis 6e) and followers innovation

2.9 Leaders Personality and Followers In Role & Innovative Performance Outcomes; Moderated Mediation of Followers Psychological Capital

Based on the notion of trait activation theory which suggests that emergence of trait relevant behaviors as well as its effectiveness is dependent upon trait relevant situation (Tett and Burnett, 2003; Phaneuf et al., 2016), it was proposed earlier that followers' psychological capital may play a critical role in not only enabling the activation of leaders' traits into paradoxical behaviors but also enhancing its favorable impact of paradoxical leader behaviors over followers performance outcomes.

Followers' psychological capital is a set of positive psychological resources which enable individuals to show behavioral tendencies in line with paradoxical leadership. Individuals with high psychological capital are confident, have more willpower than others, they face challenges with positivity and show resiliency.

Psychological capital enables individuals to cope up with paradoxical and ambiguous situations effectively through showing perseverance. We expect that followers who endorse coexistence concept may elicit more paradoxical behaviors on part of leaders than others.

Similarly, such followers with positive psychological resources can be more responsive towards leader's efforts in relation to ensuring productive work outcomes. Considering high leader-follower compatibility between paradoxical leaders and

followers with high psychological capital and thus enhanced receptiveness and responsiveness of paradoxical leader behaviors, moderated mediation of followers psychological capital is assumed over relationship between leaders personality traits and followers performance outcomes as mediated through paradoxical leaders behaviors such that positive relationship will be stronger and more pronounced whereas negative relationship will be weaker when followers psychological is high than when it is low.

Accordingly, following hypothesis is proposed:

Hypothesis 7; Followers psychological capital moderates relationship between leaders extraversion and followers job performance Via paradoxical leaders behaviors such that mediated relationship is stronger when followers psychological capital is high than when is low (Hypothesis 7a), relationship between leaders Agreeableness (Hypothesis 7b), leaders conscientiousness (Hypothesis 7c) leaders neuroticism (Hypothesis 7d) and followers job performance Via paradoxical leaders behaviors such that mediated relationship is weaker when followers psychological capital is high than when is low, leaders openness to experience (Hypothesis 7e) and followers job performance Via paradoxical leaders behaviors such that mediated relationship is stronger when followers psychological capital is high than when is low.

Hypothesis 8; Followers Psychological Capital moderates relationship between leaders extraversion and followers innovation Via paradoxical leaders behaviors such that mediated relationship is stronger when followers psychological capital is high than when is low (Hypothesis 8a), relationship between leaders Agreeableness (Hypothesis 8b), leaders conscientiousness (Hypothesis 8c) leaders neuroticism (Hypothesis 8d) and followers job innovation Via paradoxical leaders behaviors such that mediated relationship is weaker when followers psychological capital is high than when is low, leaders openness to experience (Hypothesis 8e) and followers job innovation Via paradoxical leaders

behaviors such that mediated relationship is stronger when followers psychological capital is high than when is low.

2.10 Paradoxical Leader Behaviors and Group Level Outcomes

Leadership is inherently multilevel (Yammarino and Dansereau, 2008), so our understanding of effective leadership is overly static or limited if we narrowly confined to one level of analysis (Wang and Howell, 2012). Thus second section of current dissertation extends theorists current knowledge in relation to paradoxical leader behaviors to a group level. Second section of this dissertation considers impact of paradoxical leader behaviors over group performance and group innovation. Mediating role of follower's individual level performance and individual level innovation together with moderating role of followers' psychological capital over such relationships is also discussed.

2.10.1 Paradoxical Leaders Behaviors and Group Performance and Group Innovation

Leadership occurs within a social context which is created by individuals, groups, and larger organizational systems. Nature as well as the impact of leadership processes is believed to vary with each level. Therefore, attention to both, individual as well as group levels processes can enable a better understanding of how simultaneously occurring phenomenon at multiple levels of analysis interact to influence leadership. Also beyond followers' individual performance, effective leaders are the ones who are able to integrate their interdependent efforts towards achieving collective goals and ensuring collective performance (Zhang et al., 2011b). So our understanding of effective leadership is limited if we do not consider individual level processes together with group level process. Organizing leadership theories in relation to processes that produce individual, dyadic, group, and organizational level outcomes can assist practitioners to focus on those theories that fit with their

organization's social systems, core technologies and address their organizational core issues or concerns (Dinh et al., 2014; Wang and Howell, 2012).

Several studies have attempted to study impact of different leadership behaviors at multiple levels however purpose of current study is to extend this line of multilevel research to the domain of paradoxical leader's behaviors. It is to be noted that of all constructs, social identity theory is the one that assisted significantly towards establishing theoretical reasoning for relating different leadership behaviors with group outcomes (Wang and Howell, 2012; Ellemers et al., 2004) thus current dissertation attempts to build an argument on the basis of social identity while relating paradoxical leader behaviors with group outcomes.

Based on the notion of social identity theory, literature suggests that leaders who attempt to meet followers' personal requirements through creating supportive work environment, which considers followers needs and help them face challenges, boosts followers self esteem. Such an effect shifts followers' identification from individual to collective level (Zhu et al., 2012); Wang, & Howell, (2012). Similarly on more structural side of leadership where leaders emphasize standards for compliance or performance as a condition for rewards and take swift corrective actions for any deviances, not only clarifies follower's expectations regarding organizations norms and values but also create consistency between personal and organizations values thus promote their identification with their group. (Zhu et al., 2012).

Individuals who identify with their group in turn are intrinsically motivated towards exerting themselves on behalf of their group and show group oriented behaviors. In collective terms, when team members share high level of group identity, they are more commitment towards group goals, dedicate greater effort towards group tasks and deliver high level of group performance (Wang and Howell, 2012).

Group identification by individuals not only effects followers in role performance but also leads to much improved extra role behaviors. In collective terms such identification leads to better team effort, enhanced team learning and improved innovation on part of a group as a way to contributing towards group goal (Glynn et al., 2010).

Considering the fact that paradoxical leader behaviors characterize maintaining a balance of meeting both structural as well as followers personal requirements through creating conjoined discretionary and bounded work environment, it is expected that such behaviors may elevate group member identity with their respective group, thus having positive impact over both group performance and group innovation.

On the basis of the above theoretical and empirical research, following hypothesis is proposed:

Hypothesis 9: Paradoxical leader behaviors is positively related to Group Performance (Hypothesis 9a) and Group Innovation (Hypothesis 9b)

2.10.2 Cross Level Effects; Paradoxical Leader Behaviors and Group Outcomes; Mediating Role of Followers' Individual Level In-Role and Innovative Performance Outcomes

As mentioned earlier, leadership is a complex phenomenon that operates across multiple levels of analysis and involves multiple mediating and moderating factors. It is believed that significant contribution to leadership theory can only be realized when research jointly considers multiple levels of analysis and the underlying processes described by leadership theories (Dinh et al., 2014).

Therefore there is a consistent call of researchers to not only move towards developing process-oriented perspectives of leadership that acknowledges the interplay among leaders and their individual level followers for its impact over group level outcomes but also establish those process models empirically (Tseng and Levy, 2019). Attention to processes is important since leadership dynamics not only involve multiple levels but also produce both top-down and bottom-up outcomes at higher and lower levels of analysis (Yammarino and Dansereau, 2011). Understanding of such dynamics is important as it enables in better understanding

of how leaders influence organizations and how leadership outcomes are achieved (Dinh et al., 2014).

It is to be noted that individual and group level leadership processes are not independent of each other but related to each other through cross level effects, where cross level effects are defined by at least one independent and/or dependent variables existing at different levels of analysis (Wang and Howell, 2012). Considering the dependency of individual as well as group level effects, it is suggested by literature that group level behaviors may also be explained through emergent influence approach where emergent influence is when individual level behaviors aggregates to affect group level behaviors (Ployhart, 2004).

More specifically, emergent influence in its compositional form suggests that compositional characteristics reflect an aggregation of individual components that does not change its fundamental aspect or quality as a result of aggregation. For example, individual members' emotions as well as behaviors in a group may aggregate to group-level affective tone or group level behaviors in a manner that preserves but amplifies the same emotion. (Dinh et al., 2014; Kozlowski and Klein, 2000).

Thus taking a clue from emergent influence approach towards studying cross level effects and considering the interdependency of individuals in a group, it is expected that in role and innovative performance behaviors of every individual directly affects same behaviors of other individuals in the group and group as a whole (Chen, 2005). As suggested earlier that paradoxical leader behaviors may have a direct effect over group level performance and innovation however it is further added that such an impact can be explained through favorable impact of paradoxical leader behavior over individual level performance and innovation outcomes that aggregates or EMERGE in the form of favourable group level outcomes.

Accordingly, following hypothesis is proposed:

Hypothesis 10: Followers in-role job performance mediates the relationship between paradoxical leader behavior and group Performance (Hypothesis 10a), Followers innovative performance mediates the relationship between paradoxical leader behavior and group innovation (hypothesis10b) respectively.

2.10.3 Paradoxical Leader Behaviors and Group Outcomes; Moderated Mediation of Followers' Psychological Capital

Similarly as proposed earlier, that impact of paradoxical leader behaviors over both individual level performance and innovation outcomes may be contingent upon followers' psychological capital in a way that when followers' psychological capital is high, they will be much more compatible, receptive and responsive towards paradoxical leader efforts in enhancing performance outcomes thus based on the premise of emergent influence, it can further be suggested that such contingent effect at an individual level outcomes will ultimately be reflected in better and much enhanced group level outcomes of paradoxical leader behaviors.

Hypothesis 11; Followers psychological capital moderates relationship between paradoxical leader behaviors and group performance (hypothesis 11a), between paradoxical leader behaviors and group innovation (hypothesis 11b) Via followers individual job performance and followers individual job innovation respectively such that mediated relationship is stronger when followers psychological capital is high than when is low.

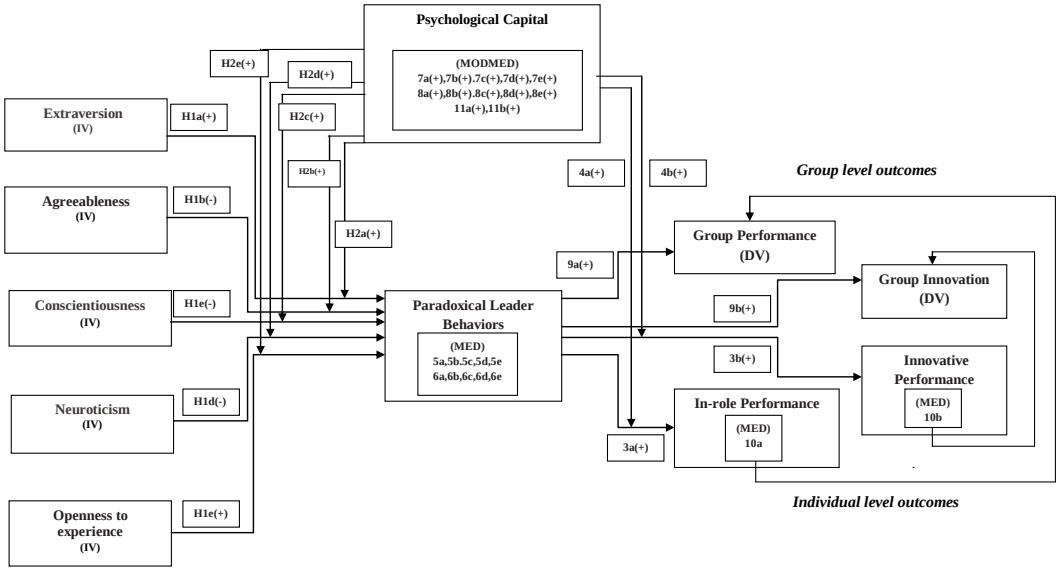

FIGURE 2.1: Theoretical Model

Chapter 3

Research Methodology

3.1 Introduction

This chapter explains the design for achieving researcher's desired objectives. Developing design is the first step to follow once variables in the problem situation have been identified and relevant theoretical framework has been established Sekaran (2003). More specifically this chapter covers type of study, setting of study, time prospect, unit of analysis, sampling units and data collection processes. So, overall research design along with description, data collection procedure and all relevant details regarding analysis tools has been discussed.

3.2 Research Design

Research design explains research procedures used in collecting and assessing measure of variables as specified in the theoretical framework of research. Well defined research design assists in achieving valid results. It also enhances the efficiency with which the study is conducted (Wiersma, 1985). Objective of this dissertation is to assess personality antecedents and followers performance outcomes (i.e. both in role and innovative performance outcomes) in relation to paradoxical leader behaviors. Mediating role of paradoxical leader behaviors between leaders personality and followers outcomes is also assessed together with moderating role of

followers' psychological capital over said relationships. Other than that relationship between paradoxical leader behaviors and group level outcomes (i.e. both Group performance and group innovation) is also assessed. Mediating role of individual level outcomes between paradoxical leadership behaviors and group level outcomes is also assessed together with moderating role of followers' psychological capital over said relationships. All variable used hereby are with respect to the employees working in banking sector of Pakistan

3.2.1 Type of Study

Generally two common methods namely "qualitative research" and "quantitative research" are used in social sciences to conduct research. In current dissertation quantitative approach has been used. Two models were estimated in current dissertation: one considering personality antecedents and individual level outcomes of paradoxical leader behaviors together with mediating role of paradoxical leader behaviors between leader personality and followers in role and innovative performance outcomes as well as moderating role of psychological capital over said relationships (Model 1), second considering group level performance and innovative outcomes of paradoxical leader behaviors together with mediating role individual level in role and innovative performance outcomes and moderating role of followers psychological capital over said relationships (Model 2).

Table 3.1: Summary of Theoretical Models

Model	**Theoretical Models**
Model 1	Paths from leaders' personality to paradoxical leader behaviors; conditional effect of followers' psychological capital over path from leaders personality to paradoxical leader behaviors; Paths from paradoxical leader behaviors to followers' in-role and innovative performance outcomes; conditional effect of followers' psychological capital over paths from paradoxical leader behaviors to followers' in-role and innovative performance outcomes;

	Path from leaders personality to followers' in-role and innovative performance outcomes as mediated through paradoxical leader behaviors; Conditional effect of followers psychological capital over paths from leaders' personality to followers' in-role and innovative performance outcomes as mediated through paradoxical leader behaviors
Model 2	Paths from paradoxical leader behaviors to group performance and group innovation; Paths from paradoxical leader behaviors to group performance and group innovation as mediated through followers' individual level in role and innovative performance; Effect of followers psychological capital over paths from paradoxical leader behaviors to group performance and group innovation as mediated through followers' individual level in role and innovative performance.

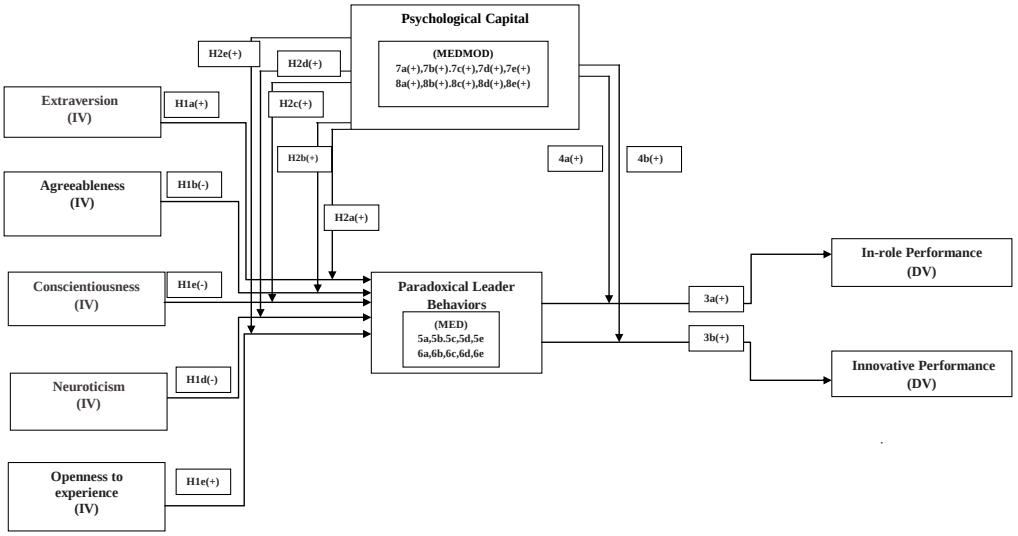

FIGURE 3.1: Theoretical Model 1

3.2.2 Purpose of Study

Current study purpose was to assess personality antecedents and followers performance outcomes (i.e. both in role and innovative performance outcomes) in relation to paradoxical leader behaviors. More specifically, the relationship between

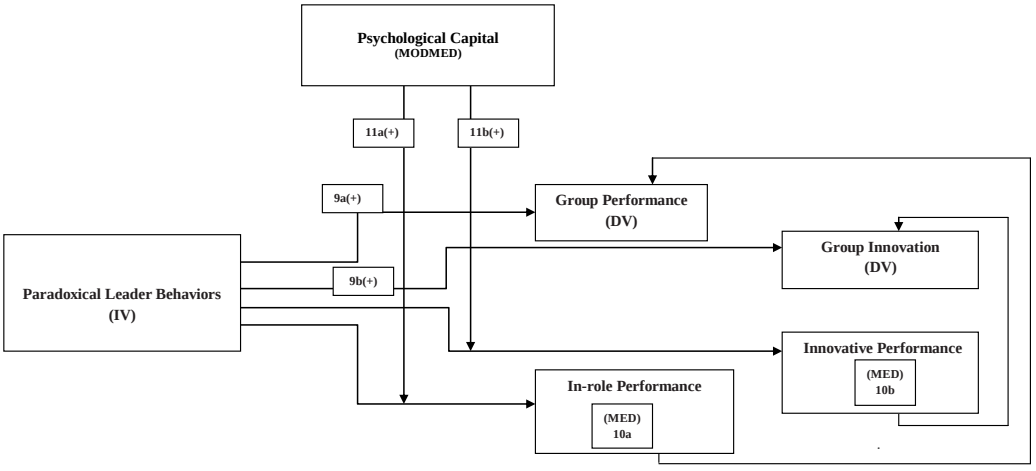

FIGURE 3.2: Theoretical Model 2

leaders personality and paradoxical leader behaviors as well as the relationship between paradoxical leader behaviors and followers performance outcomes (i.e both in-role and innovative outcomes) was to be assessed through Model 1.

Mediating role of paradoxical leader behaviors between leaders' personality and followers in role and innovative performance outcomes was also to be assessed together with moderating role of followers' psychological capital over said relationships. Other than that relationship between paradoxical leader behaviors and group level outcomes (i.e both Group performance and group innovation) was also to be assessed through Model 2.

Mediating role of individual level in role and innovative performance outcomes between paradoxical leadership behaviors and group level outcomes was also to be assessed together with moderating role of followers' psychological capital over said relationships.

3.2.3 Study Setting

This research has been conducted in natural environment (Non-contrived). Natural environment is an uncontrolled environment in which events occur normally. The contrived environment on the other hand involves creating an artificial environment in which events are strictly controlled. The data that is collected in a natural environment does have more accuracy in reflecting "real life" behavior

rather than "contrived" behavior. Findings from natural environment are believed to have better external validity than from controlled environment (Dipboye and Flanagan, 1979).

Questionnaires for current study are filled by respondents working in natural work environment (Non-contrived) i.e. their actual work place.

3.2.4 Time Horizon

Data for both model 1 and model 2 of current dissertation has been collected from banking sector organizations of Pakistan. More specifically banking sector organizations in Rawalpindi & Islamabad were considered for current dissertation. It took almost eight months to collect data from the respondents since it was time lagged study. Data collection was started in the middle of November 2018 and ended approximately in the middle of July 2019. Data collection for both models was simultaneous and eight months was the total time taken for collecting data for both Model 1 and Model 2. As much time is usually observed in studies involving two models (e.g Fatima, 2018; Hassan, 2019). Form A1 (comprising details of supervisor's personality and demographics of supervisor) and Form B (comprising subordinates responses in relation to supervisor's paradoxical behaviors, subordinates own psychological capital and subordinates basic demographics) were circulated in first phase of data collection. After a lapse of two weeks (Reis and Wheeler, 1991) from filling first Form A-1, Managers were distributed with Survey Form A-11 (comprising supervisors responses in relation to in-role and innovative performance outcomes at individual level pertaining to Model 1) and Form A-111 (comprising supervisors responses in relation to group performance and group Innovation pertaining to Model 2). Data collected was further analysed as Model 1 and Model2 respectively. Following current practice (e.g. Khan et al., 2018) respondents were allowed a time of a week or so to complete their surveys. It took almost four weeks for data to be matched and organized in cluster form. Since a large number of banks (200 to be specific) were to be covered, data collection was done in several phases considering time lag as well as different locations for different bank branches.

3.2.5 Unit of Analysis

The unit of analysis refers to the level of aggregation of the data collected (Sekaran, 2003). Unit of analysis provides boundaries for study. In social sciences, the unit of analysis could typically be individuals, groups or social organizations. As current research involves two levels i.e. individuals and group of individuals working in banking sector of Pakistan. More specifically, employees' individual responses in current study are nested within group / organization lead under manager to whom they are reporting. Since individual employees' are nested within a group or organization representing a cluster, thus multilevel modeling had to be considered for data analysis.

3.3 Population and Sampling

3.3.1 Population

According to Sekaran (2003), population refers to the "entire group of people, events, or things of interest that the researcher wishes to investigate" (p.265). Sample for current study is picked from banking sector organizations of Pakistan. Banking sector in Pakistan is considered to be highly competitive (Mohsan et al., 2011) and many recent studies have reported mental health problems such anxiety and depression amongst banking sector employees in Pakistan due to high job demands and immense pressure of meeting strict deadlines (Ahmed and Ramzan, 2013; Pahi et al., 2016; Ehsan and Ali, 2019). In this situation it can be extremely difficult for bank managers to keep employees motivated and contribute towards organizational performance through meeting both structural demands for the sake of ensuring quality as well as maintaining personal touch with their subordinates and ensure dedication on their part (Bashir and Ismail Ramay, 2010; Irfan et al., 2009; Asrar-ul Haq and Kuchinke, 2016). Thus banking of Pakistan is a viable sector to study Paradoxical Leader behaviors and its impact over followers' outcomes.

3.3.2 Population Composition

As per latest figures by State Bank of Pakistan, there are total of **34** Banks operating in Pakistan out which **5** are Public Sector Commercial Banks, **21** Domestic Private Banks, **4** Foreign Banks and **4** Specialized Banks. Total number of bank branches operating in Pakistan is **13,039** of which **2,360** are Public Sector Commercial Banks, **10,043** Domestic Private Banks, **10** Foreign Banks and **626** Specialized Banks.

Namely some of the top banks operating in Pakistan are **Askari Bank, UBL, ABL, HBL, Faysal Bank, Bank Alfalah, Standard Chartered Bank, MCB, NBP, Soneri Bank, Meezan Bank, Bank AL Habib, Bank Islami, Albaraka Bank, JS Bank. Total of 200** bank branch managers and their respective subordinates operating in twin cities of Pakistan i.e. Islamabad & Rawalpindi are considered for current study.

3.3.3 Sampling Technique

In this dissertation one of the non-probability sampling techniques has been used i.e. convenience sampling technique. Non-probability sampling is the sampling approach in which the chance or probability of each sampling unit to be selected is not known or confirmed. Convenience sampling is one of the techniques that can be used for non-probability sampling.

Convenience sampling defines a process of data collection from population that is close at hand and easily accessible to researcher. Convenience sampling allows researcher to get responses in timely and cost effective way (Rahi, 2017). Considering that current study is not only time bound but also has resource limitations (not supported by any fund), thus entire population could not have been covered for current study.

For this reason non probability convenient sampling technique was deployed. Keeping in view the availed sampling technique, two cities i.e. Islamabad and Rawalpindi were chosen for data collection.

Islamabad and Rawalpindi are known to be twin cities of Pakistan since they are closely located to each other. Researcher for current study resides in one of the two cities i.e. Rawalpindi, hence most accessible population for researcher were the employees working in the banking sector of Pakistan in these two cities. Convenient sampling is a technique that has abundantly been used in literature for the type of study under consideration (e.g. Fatima, 2018).

3.3.4 Procedure

For current study, data is collected through administering questionnaires to research sample which comprises bank branches operating in Islamabad & Rawalpindi. Access to bank branches is made through personal and professional contacts. Apart from personal direct visits to such contacts and asking them to participate themselves in this research, they were also asked to help further and identify other contacts in other branches. This is in line with literature which suggests that when designing and conducting a survey the goal is to optimize data collection procedures and reduce total survey error within the available time and budget. (De Leeuw, 2005; Dusek et al., 2015). Considering that despite time and resource constraints, a big sample size was to be attained for valid research findings and our sampling units i.e. bank employees specially branch managers, not only have busy schedule but also they may not be readily available for participation, thus adopting such approach allowed us to achieve desired sample in an efficient manner and also attain some reasonably accurate responses (Johnson, 2014)

Different branch managers are approached and asked for their consent to participate in current study. Once consent is given, branch managers are further asked to provide a list of their direct subordinates. Bank branch managers reporting in supervisor's capacity are then administered survey form referred to as Form A-1 which contains supervisor's personality scale and demographics of supervisor. After selecting randomly from the list of direct subordinates provided by branch manager, subordinates were administered with Form B which was used to get subordinates responses in relation to supervisor's paradoxical behaviors, subordinates own psychological capital and subordinates basic demographics. Random

selection was made from the list of subordinates provided so that bias could be addressed when managers report on respective subordinate's performance. Such an approach is deployed by several authors while conducting such studies (e.g Khan et al., 2018). It is to be noted that direct reports of branch managers are the ones directly reporting to branch managers and represent a hierarchical level that usually comprises middle tier managers heading different departments such as operations, consumer finance, credits etc and thus may not vary substantially in terms of rank, job scope and specially qualification. After a lapse of two weeks from filling first Form A, Managers were distributed with Survey Form A-11 and Form A-111 which contained questions regarding supervisors evaluation of followers both in-role and innovative behaviors and group performance and group Innovation. Respondents were allowed a time of a week or so to complete their surveys after which same was collected from them. Since data involved supervisors and their subordinates directly reporting to them thus all responses required proper matching. For this purpose, questionnaires marked with a unique code to make sure that the questionnaires from each supervisor and subordinate could be matched and harmonized accordingly. Each survey instrument was complemented with a cover letter highlighting the research objectives and use of data. It was ensured that data will be used for research purpose only. Participants were free to decline participation at any stage and were assured that their responses would be completely confidential and will not be shared with any other source within or outside the institute. Participants of current study were also offered to be provided with the results of the current research after completion of study as an encouragement for participation.

3.3.5 Sample

Using non-probability (Convenience sampling) technique, the primary data collection for this study was made from branch managers and their direct subordinates working in banking sector of Pakistan. A total of 200 bank branches in two cities of Pakistan, (86 from Islamabad and 114 from Rawalpindi) were considered

for current study. Bank branch managers who reported as supervisors were distributed with three forms i.e. Form A1 (supervisors' personality), Form A2 (subordinates' in-role and innovative performance) and Form A3 (groups' performance and groups' Innovation, Subordinates on the other hand were distributed with one form i.e Form B (supervisor's paradoxical behaviors and subordinates psychological capital). Approximately 200 questionnaires (Form A1), A total of 159 surveys were returned of which 151 usable responses by supervisors in first phase. For respective bank branch managers, approximately 900 questionnaires (Form B) were also distributed to subordinates directly reporting to the participating branch managers in first phase. Of 900 questionnaires distributed to subordinates, 731 responses were received back of which 712 were usable for final analyses. In second phase total of 687 (Form A2) questionnaires were circulated back to 144 bank managers who were accessible in second phase, and 662 questionnaires were received back of which 649 were useable. 144 (Form A3) were also distributed back to144 branch managers of which 139 forms were received back and 131 were useable for final analysis. This resulted in a final sample of 609 subordinate surveys nested within those of 131 immediate supervisors. Thus average cluster size was 4.64 (i.e. a ratio of 4.64:1) whereas range of subordinates that could be nested with their respected managers was between 3 to 6.

The majority of branch managers were male (119 out of 131) with more than 50 percent of them were between 35 to 40 years of age. Many of the branch managers held a Master's Degree (99%) and 38% had at least 6-10 years of experience under current organization. In terms of subordinates, 410 respondents were male (versus 199 female) and between 31 – 34 years of age (50%). As for the educational level 95% of the subordinates had a Master's Degree. Finally, the majority of the subordinates had work experience of less than five years with current organization (69%) and 74% of them had an experience of 3-5 years with same supervisor.

3.3.6 Demography of Sample

Table 3.2 provides details regarding demography of sample

TABLE 3.2: Sample Demographics

	Supervisor		**Subordinate**	
Age	Less than 25		Less than 25	
	25-30		25-30	31%
	31-34	41%	31-34	50%
	35-40	52%	35-40	16%
	41-44	6%	41-44	2%
	45-50	1%	45-50	-1%
	51-54		51-54	
	55 and above		55 and above	
Gender	Male 1	91%	Male 1	67%
	Female2	9%	Female	33%
Education	Intermediate		Intermediate	
	Bachelors		Bachelors	5%
	Masters	99%	Masters	95%
	Doctorate	1%	Doctorate	
Experience with	Less than 5 yrs	19%	Less than 5 yrs	69%
current organization	6-10 yrs	39%	6-10 yrs	30%
	11-15 yrs	37%	11-15 yrs	1%
	more than 15 yrs	5%	more than 15 yrs	
Subordinate Tenure			Less than a 1 yrs	4%
with Current Supervisor			1-2 yrs	20%
			3-5 yrs	75%
			6-10 yrs	1%

3.4 Sample Size

As per latest figures by corporate finance institute, number of individuals employed by top ten banks of Pakistan is as follows;

TABLE 3.3: Sample Size Details

Bank	**No of Employees**
National Bank of Pakistan	12,000
Habib Bank	17,000
United Bank Limited	15,000
Allied Bank	4,000
Askari Bank	7,279
MCB Bank	14,000
Faysal Bank	3,600
Bank Alfalah	7,785
Standard Chartered	4,500
Meezan Bank	9,000

In multilevel modeling there can be different sample sizes operating at different levels, for instance in current study there are two levels i.e. (Subordinates, Level1) and (Leaders, Level 2). For current study sample size is 609 (Subordinates, Level1). As per Cohen (1992) and Krejcie and Morgan (1970) "sample size table", for population size under consideration along with five% margin of error, the sample size of 609 is sufficient. However, in order to further ensure sufficiency and appropriateness of sample size used, rule of thumb by Hair Jr et al. (2010) of minimum ratio of observations to variables as 5:1 is also considered. As per the rule, required sample size for current study is 560 whereas size of the sample used is 609 thus meeting minimum sample size requirements as per the rule for Level 1. In multilevel modeling though sample size of number of groups or clusters

(several subordinates clustered within supervisor) is more critical than the size of cluster itself. As a thumb rule it is suggested that atleast 100 groups are needed for accurate estimation of variance components (Maas and Hox, 2005). In current study 131 (Leaders, Level 2) groups or clusters are considered thus fulfilling the minimum sample size requirement for Level 2.

3.5 Data Collection in Two Time Lags

Data for current study is collected from supervisors and their direct subordinates. Subordinates are nested or grouped with their managers whom they are reporting. Variables used were Leaders personality (Self-Report), Paradoxical Leader behavior (Subordinate-Report), Followers Psychological Capital (Self-Report), Followers In-role performance (Leader-Report), Followers innovative performance (Leader-report), Group performance (Leader-Report), Group Innovation (Leader- Report).

It can thus be seen that not all data regarding employees work related behaviors is self-reported and involves other-reported data collection approach as well. Adopting such an approach may enable researchers to address self reporting bias and hence come up with more valid results (A Grandey et al., 2005; Avolio et al., 1991).

Other than that, in order to attain accurate impact of variables further, time lag of two weeks is also considered. Considering time lag for causal models is critical since it takes time for causes to have effects.

In case such consideration is not taken into account, biased estimates of effects are obtained (Gollob and Reichardt, 1987). As per Reis and Wheeler (1991) suggestion, two weeks time period is considered reasonable for cause to reflect in its effect or to generalize sample of individuals' lives. Data for variables such as leader's personality, paradoxical leader behaviors and followers' psychological capital was collected at TL1 whereas data for variables such as followers' in-role performance, followers' Innovative performance, group performance and group innovation were collected at TL2.

3.5.1 Time Lag 1

Data for supervisor's personality (Form A1) were reported by supervisors and were collected in first time lag. Similarly data for supervisor's paradoxical behaviors and subordinates psychological capital (Form B) were subordinated reported and were also collected in first time lag. Bank branch managers who reported as supervisors were distributed with approximately 200 questionnaires (Form A1) , A total of 159 surveys were returned of which 151 usable responses yielding an acceptable response rate (i.e., 75%) by supervisors in first phase. For respective bank branch managers, approximately 900 questionnaires (Form B) were also distributed to subordinates directly reporting to the participating branch managers in first phase. Of 900 questionnaires distributed to subordinates, 731 responses were received back of which 712 (i.e., 79%) were usable for final analyses

3.5.2 Time Lag 2

Data on supervisors' evaluation of subordinates both in-role and innovative behaviors (Form A2) and group performance and group Innovation (Form A3) were collected in second time lag. Of 712 subordinate responses (Form B) received in phase one, related 687 (Form A2) questionnaires were circulated back to 144 bank managers who were accessible in second phase. Out of 662 questionnaires were received back of which 649 were useable yielding a response rate of 91%. 144 (Form A3) were also distributed back to144 branch managers of which 139 forms were received back and 131 (i.e., 90%) were useable for final analysis. This resulted in a final sample of 609 subordinate surveys nested within those of 131 immediate supervisors.

Hence, time period of approximately 08 months was consumed for data collection, which was based on two time lags. All questionnaires marked with a unique code to make sure that the questionnaires from each supervisor and subordinate could be harmonized. Code generally contained information regarding bank branch name, city name, branch location, self generated employee ID e.g. Employee from Bank Alfalah Rawalpindi branch located in area of Chaklala Scheme 3 was coded as

BAF/RWP/CH SCH 3/A01. A list of employees and their respective codes was maintained to ensure matching of data i.e. leader data matched with their respective employees' data for every bank branch under consideration.

3.6 Instruments

3.6.1 Data Collection Instruments

Several data collection tools referred as "instruments" can be used for collecting data (Shea et al., 2001). In current study, questionnaires or surveys have been used as data collection tools. For testing the hypothesis of current study, data were collected from bank branch managers (Reporting in supervisors' capacity) and respective bank branch subordinates (Reporting in subordinates' capacity).

Every bank branch was treated as one group for which bank branch manager reported in group supervisor/ manager capacity. The data were collected on adopted questionnaires involving supervisor and subordinate. Questionnaires are said to be adopted when they are taken as it is or used in the same words as they are originally used (Korb, 2012).

All items of scales were responded over five point Likert scale. Five point Likert scale is a type of psychometric response scale that specify respondents level of agreement to a statement in five points: (1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree. See Appendix-A at the end for all scales.

3.6.1.1 Supervisor's Personality

Supervisor's personality was measured using 44 items scale *(Supervisor Reported)* developed by (John et al., 1999) on 5 point likert scale ranging from *1(Disagree strongly) to 5(Agree Strongly*). Sample items include, I see Myself as someone who "Is Talkative", "Has a forgiving nature", for "Makes plans and follows through with them", "Worriers a lot", , "Is original, comes up with new ideas".

3.6.1.2 Paradoxical Leaders Behaviors

Scale comprising 22 items (*Subordinate Reported)*, developed by zhang2015paradoxical was used to measure paradoxical Leaders Behaviors on 5 point Likert scale ranging *from 1 (not at all) to 5(a lot).* Sample items are "Uses a fair approach to treat all subordinates uniformly, but also treats them as individuals", "Put all subordinates on an equal footing, but considers their individual traits or personalities", "Manages subordinates uniformly, but considers their individualized needs".

3.6.1.3 Psychological Capital

Similarly subordinates Psychological Capital *(Subordinate Reported)* was measured using 24 items scale (Subordinate Reported) developed by Luthans et al. (2007b) on a 5 point likert scale ranging from *1(Very Inaccurate) to 5(Very Accurate*). Sample items included "I feel confident analyzing a long-term problem to find a solution", "I feel confident in representing my work area in meetings with management", "I feel confident contributing to discussions about the company's strategy".

3.6.1.4 In-Role Job Performance

Subordinate's in role Job Performance *(Supervisor Reported)* was measured using seven items scale by Williams and Anderson (1991) on 5 point likert scale ranging from *1(Disagree strongly) to 5(Agree Strongly*). Sample items included "This subordinate adequately completes assigned duties", "This subordinate fulfils responsibilities specified in job description", and "This subordinate performs tasks that are expected of him/her".

3.6.1.5 Innovative Behaviors

Subordinate's innovative behaviors *(Supervisor Reported)* was measured using six item scale by Scott and Bruce (1994) on 5 point likert scale ranging from *1(Not at All) to 5(To An Exceptional Degree).* Sample items included, "This subordinate

search out new technologies, processes, techniques and/or product ideas", "This subordinate generates creative ideas", "This subordinate investigates and secures funds needed to implement new ideas".

3.6.1.6 Group Performance

Group Performance *(Supervisor Reported)* was measured using five item scale by Jung and Sosik (2002) on 5 point likert scale ranging from *1(Disagree strongly) to 5(Agree Strongly*). Sample items included "My group is effective in getting things done", "My group does a great job in getting things done", "My group is effective in meeting task requirements".

3.6.1.7 Group Innovation

Group innovation *(Supervisor Reported)* was measured using four item scale by De Dreu and West (2001) on 5 point likert scale ranging from *1(Disagree strongly) to 5(Agree Strongly*). Sample items included, "Team members often implement new ideas to improve the quality of our products and services", "Team members often produce new services, methods or procedures", "This is an innovative team".

3.7 Control Variables

Several control variables have been considered for current study. Namely gender, age, education and experience with same organization have been considered for both leaders and their followers since all these variables are specifically considered for several studies involving leader-follower considerations (Wang and Howell, 2012; Barbuto et al., 2007; Turner et al., 2002; Khan et al., 2018).

In current study education is measured on a scale that ranged from intermediate to PhD degree. Despite a big range provided for education in given questionnaire, it is to be noted that subordinates in our sample are the ones who are directly reporting to branch managers thus representing more or less the same hierarchical level with not much difference in ranks or education levels. This is also evident from

demography of our sample which suggests that almost 95 percent of subordinates hold Masters degree thus consistency of responses wasn't an issue to be dealt with in our study. Gender is treated as dummy variable and coded as 1 = for male and 2= for female". Experience with same organization has also been asked and measured in years ranged from less than 5 year to more than 15 years.

3.8 Data Analysis Procedure

In current study, SPSS version (22) and Mplus version (7.0) was used to conduct following procedures/tests:

1. Data Screening
2. Multivariate Normality
3. Outliers
4. Linearity
5. Structural Equation Modeling
6. EFA
7. Convergent validity concerns
8. CFA in Mplus
9. Absolute fit index: chi square, RMSEA, SRMR
10. Incremental fit index: CFI and TLI
11. AVE Validity and CR
12. Reliability Analysis
13. Correlation Analysis and Collinearity
14. Multilevel Analysis for direct, indirect and conditional effects

3.8.1 Data Screening

Data screening is of fundamental importance in assuring accurate data analysis (Hair Jr, 2006; Kline, 2005). Graphical representations and descriptive statistics were used as preliminary check to assess accuracy of data (Tabachnick and Fidell, 1996). Initial examination of descriptive statics showed that data entered in file for analysis were accurate. For the sake of ensuring accuracy of data, issue of missing data is also to be dealt with effectively.

Missing data can have an influence over analysis depending on its quantum and pattern of missing data (Tabachnick and Fidell, 1996). Presence of 10% or more of missing data calls for attention. (Cohen and Cohen, 1983). In current study, no specific pattern of missing data was noticed and deleted cases were within the acceptable range ($< 10\%$) of data as per recommendation by Cohen and Cohen (1983). There final sample size for current study was 609 nested in 131 groups.

3.8.2 Multivariate Normality

Structural equation modeling is based on multivariate normality (MN) assumption which is a generalization of the one-dimensional (univariate) normal distribution to higher dimensions.

Normality is assessed using skewness and kurtosis (Bollen, 1989).

Skewness measures lack of symmetry or symmetry in data. Positively skewed data has a longer tail on the right side which suggests that most of the scores are below the mean. On the other hand negatively skewed data has a longer tail on the left side which suggests that most of the scores are beyond the mean. Normally distributed data has skewness of 0 (Thompson, 2004).

Kurtosis on the other hand shows the peakeness of the frequency distribution curve (Thompson, 2004). Positive kurtosis values indicate a higher peak and heavier tails whereas negative kurtosis values indicate a lighter peak and thin tails. (Tabachnick and Fidell, 1996).

Normally distributed data has kurtosis of 3. Kurtosis Value greater than 3.0 ($>$ 3.0) indicates heavier tails whereas kurtosis value is less than 3.0 ($<$ 3.0) indicates lighter tails than a normal distribution. Thus normality can be assessed both graphically and statistically. In current study no significant skewness and kurtosis was observed. Data was normally distributed and was within normal range.

3.8.3 Outliers

Outliers are the cases with a value different from rest of the observation. Outliers can have an adverse effect over results since they are against the basic assumptions of normality (Barnett and Lewis, 1984, 1994). A univariate outlier is a case with an extreme value on one variable whereas multivariate outliers are the extreme values of cases over two or more variables. For current study, box plots have been used to detect outliers in data. Box plot is a simple way of presenting statistical data graphically. It displays the dispersion of data based on minimum, maximum, median, lower and upper quartile. In current study, model was analyzed with as well as without outliers. Results however showed that outliers did not have significant impact over final goodness of fitness results. Keeping in view the considerable amount of data, small amount of outliers were expected. Thus considering the usefulness of original metric over transformational Metric (Kline, 2005), small number of outliers were retained for further analysis. No data transformation was performed in current study.

3.8.4 Linearity

Linearity suggests the relationship which can graphically be presented through a straight line. Multivariate linearity implies that the relationship among variables is linear. Multivariate normality was assessed through random spot check for current study sample (Tabachnick and Fidell, 1996). As analyzed through results random scatter plot, it was implied that assumption for linearity was met in current study sample.

3.8.5 Reliability Analysis

Instruments reliability has been assessed in order to ensure consistent replication of current study results. Reliability which is generally assessed as inter item correlation of an instrument is considered critical for validity (Walsh and Betz, 1995). Reliability for current study has been measured through internal consistency (consistency of respondents' answers to all the items in a measure)

Value of Cronbach's alpha was used as an indicator of internal consistency of responses for all instruments in current study. Value of Chronbach's alpha should be greater than .70 (Kline, 2005). Results of current study indicate that all instruments used in current study are reliable to use for analysis.

3.8.6 Correlation Analysis and Collinearity

Correlation analysis involves measuring statistical relationship between two variables. Values of correlation coefficient range from -1 to +1, where -1 indicates strong inverse relationship, +1 indicates strong direct relationship and 0 indicates no relationship between two variables (Gogtay and Thatte, 2017). Multicollinearity is said to exist when there is high correlation amongst predictor variables (greater than .90; >.90) whereas singularity is when there is perfect correlation between predictor variables (equal 1.0; = 1) (Bollen, 1989; Kline, 2005). Squared multiple correlation (SMC) can be used to inspect collenearity amongst variables (Kline, 2005). SMC score of more than .90 (> .90) indicates multivariate multicollinearity or singularity (kline2005psychological). Tolerance scores, which is 1-squared multiple correlation (SMC) may also be used to assess collenearity. If the scores for tolerance is less than .10 (< .10), it indicates multicollinearity (Kline, 2005). Correlation matrix of current study indicated no multicollinearity or singularity. All squared multiple correlation scores and tolerance scores were within acceptable limit. All scores on coefficient correlation matrix are less than .90. Results of current study indicated that none of the correlation amongst variables of current study is too high to be problematic.

3.8.7 Structural Equation Modeling

SEM is a multivariate technique used to analyze theoretical model and structural relationships in current dissertation. SEM involves both factor analysis in order to determine data support for conceptualized model and multiple regression analysis which assesses structural relationship between observed and latent constructs.

SEM is basically used to test the theoretical model and hypothesized relationships in the current research. SEM is a multivariate technique for the data analysis in order to determine whether conceptualization of model is supported by the collected data or not (Diamantopoulos et al., 2000).

Kline (2005) recommends the procedures of the SEM analysis. The six steps involved in the study are:

1. Model specification, which involves model development based on theoretical consideration for SEM analysis.
2. Model identification, a model is said to be identified in SEM if each of the estimated parameters has a unique solution means
3. Instrument selection and data collection
4. Model estimation
5. Re specification of model if necessary
6. Results of Analysis report.
7. Results replication (if necessary)
8. Results application

Model has been specified by exogenous and endogenous variables. Exogenous is an independent variable that is not caused or affected by any other variable. Endogenous variable on the other hand is a variable that is affected by many other causal variables. It can be a mediator or dependent variable. For the sake of model identification, CFA and path model is assessed (Bollen, 1989).

For current study two component measurement level and structural model was identified. Two step modeling validated structural and measurement model (Anderson and Gerbing, 1988; Kline, 2005). No alternate structural equation model was analyzed in current study. In order to test Hypothesized model, Mplus (7.0) software has been used. Different fit indices with different measurement properties have been used to assess model fitness.

As recommended by Kline (2005), four fitness indices have been used to assess model fitness. Relative chi-square CMIN/DF is an index as to how much fitness of data to model is reduced by dropping any paths (Byrne, 2001; Kline, 2005); Comparative Fit Index (CFI) compares the absolute fit between null measurement models and specified model, incremental fit index (IFI), compares the fit of substantive model to that of null model (Hu and Bentler, 1998), root mean square error of approximation (RMSEA), is a parsimony- adjusted index and assesses the size of the standardized residual correlations or lack of fit compared to saturated model (Kline, 2005).

Following are the thresh holds used for judging goodness of fit and significance for current study model.

Value less than 3 (>3) for relative chi-square is considered good (Bollen, 1989; Kline, 2005); similarly if the probability (p value) is more than .05 ($p > .05$) the hypothesized model is accepted (Byrne, 2001). Similarly in case value of CFI is more than.90 ($> .90$), the hypothesized model is considered fit. IFI scores greater than .90 ($> .90$) also indicates sufficient goodness of fit for hypothesized model (Kline, 2005). RMSEA score of less than .05 (<.05) is considered good however score of .08 or less ($< .08$) is also considered sufficient goodness of ft for hypothesized model data (Browne et al., 1993).

After goodness of fit was assessed for hypothesized model, multilevel analysis was performed for structural paths. Once estimations for the goodness-of-fit of the theoretical model were assessed, the proposed hypotheses about structural relationships or paths were assessed through multilevel analysis. A p-value less than .05 (<.05) has been used as cut-off for significance for regression results.

3.9 Analytic Techniques

3.9.1 Clarifying the Research Question

Clarification of basic question that any research aims to address is critical as it directs all stages of inquiry and analysis (Aguinis et al., 2013). Multilevel analysis involves addressing research question at multilevel. Generally level 1 involves individual level variables and its impact on other levels, whereas level 2 involves variables at group level and its influence over other levels Peugh (2010). In current dissertation level 1 variables are reported by subordinates and level 2 variables are reported by supervisors/ mangers. We attempt to study impact of different variables across these two levels. Subordinates are nested or grouped according to their managers whom they are reporting.

3.9.2 Is Multilevel Modeling Needed?

Multilevel modeling involves multi level data. Multi level data results from "nested" data structure. Before analyzing nested data, we need to make sure if multilevel modeling is needed or not. If there is no variation in the responses of variable scores across different levels then nested data structure does not itself require or call for multilevel modeling. Rather in such cases the data can also be analyzed through OLS multiple regression. In order to assess variation in response variable scores across level 2, we need to calculate ICC (intra class correlation) (Peugh, 2010). The ICC refers to portion of variance that lies between groups, which will be part of the total variance in the outcomes to be explained (Heck and Thomas, 2015). Higher value of ICC suggests lower variability within group and thus higher variability across or between groups or clusters. In other words ICCs represent share of variance in outcome variables as explained through group. ICC is calculated as a ratio of group-level error variance over the total error variance: In other words, the ICC suggests the amount of variation that cannot be explained by any predictors in the model but can be attributed to the grouping variable, in

comparison to the overall unexplained variance (Heck and Thomas, 2015; Bliese, 2000). Thus in order to check the variation in responses of level two, calculation of ICC is essential where it measures the proportion of variation that occurs in level-2 units and as the expected correlation among group of people (i.e., level-1 units). However, non-zero ICCs estimates alone do not necessarily suggest the need for multilevel analyses. (Aguinis et al., 2013).

3.9.3 Reason to use Multilevel Analysis with Respect to Literature

Leadership is inherently multilevel (Yammarino and Dansereau, 2008), so our understanding of effective leadership is incomplete if we do not consider and integrate individual level processes with group level process (Wang and Howell, 2012). Leadership happens within a social context shaped by different individuals, several groups, and larger organizational systems and the nature in addition to impact of leadership processes may vary with each level.

Therefore, considering both levels and process may enable a stronger understanding of how concurrently happening phenomenon at multiple level of analysis interact to impact leadership? Organizing leadership theories in terms of processes that have an impact over various outcomes at multilevel in an organization may enable managers to focus on those theories that are most suitable for their organization's systems, and assist them in addressing their core organizational issues. (Dinh et al., 2014; Wang and Howell, 2012).

Considering the multilevel nature of leadership and criticality of its effect to be assessed at multilevel, several researchers have considered relating different leader behaviors with related outcomes at multilevel. (Epitropaki et al., 2017; Wang and Howell, 2012; Ellemers et al., 2004). However all these leadership behaviors considered at different levels in organizations for their impact evolve over the continuum of relational or transactional orientation.

Theorizing on the basis of social identity perspective, current study contributes towards literature by examining the impact of paradoxical orientation of leaders

while managing people at several levels within the organization i.e. individual and group level.

Also considering that individual and group level leadership processes are not independent but are related to each other through cross level effects thus it is equally important to consider cross level effects of leadership behaviors. Current study considers emergent influence approach to examine cross level effects of paradoxical leader behaviors. Emergent influence is when individual level behaviors aggregates to affect group level behaviors (Chen et al., 2007; Ployhart, 2004) thus based on such influence, the impact of paradoxical leader behaviors over group level behaviors through aggregated effect of individual level behaviors is also examined in current thesis

In current study, employees' individual responses are nested within group /organization lead under manager to whom they are reporting. Since individual employees' are nested within a group or organization representing a cluster, thus we have to consider multilevel modeling or group effects. Ignoring the impact of multilevel level modeling in case of nested data may lead to having misidentification of statistically significant path coefficients (Stapleton, 2006). Considering multilevel analysis in current study is in line with past leadership literature. In leadership literature, leaders influence or leadership is assumed at (Level-2) influencing subordinates at (Level-1) (Yammarino and Dansereau, 2008).

In line with past literature, current study uses subordinates responses to rate perception of leadership behaviors. Literature generally considers to aggregate subordinates individual level scores in a group or organization as a shared representation of supervisors behaviors for a group. This involves calculating mean score of all responses by subordinates belonging to same group based on an assumption that responses of subordinates belonging to same group are somewhat identical or interchangeable (Zhang et al., 2011a). However in order to support aggregation of group scores, it is suggested to calculate ICCs which justify group mean ratings (Bliese, 2000; Bliese et al., 2002; Lüdtke et al., 2006). ICC values is 0.70 or more ($>.70$) is considered justified for group level aggregation of scores (Frenzel et al., 2009; LeBreton and Senter, 2008). For current study ICCs for individual level

data was considered in order to justify leaders paradoxical behaviors to be viewed as group level construct. ICC values justified the use of multilevel path models in current study. In order to analyze multilevel modeling Mplus (7.0) Muthén and Muthén (2012) was used in current study. Mplus has been used for its capacity to accommodate multilevel path models. It uses multilevel SEM (ML-SEM) considering observed variables. Hence accordingly, overall analysis that involved assessing mediation, moderation and moderated mediation for both Model 1 & 2 has been performed on Mplus (Preacher et al., 2010). The next chapter (Chapter 4) will present the details regarding results of data analysis conducted in current study

Chapter 4

Results

4.1 Introduction

This chapter provides analytical basis to study the personality antecedents and performance outcomes of paradoxical leader behavior at multilevel. Once data was collected it was further coded, entered in and analysed through SPSS version (22.0) and in MPlus version (7.0).

Data was thoroughly checked for errors and prepared for analysis accordingly. All the procedures to ensure data reliability and validity were conducted. Lastly hypothesis testing for both proposed models i.e. Model 1 & Model 2 was conducted through multilevel analysis.

4.2 Data Preparation

Data preparation which involves processes of editing, coding, and tabulation (Cooper and Emory, 1995), was performed before analysis.

In order to ensure the quality of data collected, all the questionnaires were keenly checked for errors and any errors detected were substantially addressed. Each questionnaire was coded to ensure proper matching into respective groups before entry into the SPSS version (22.0) for further analysis (Leech et al., 2013).

4.3 Analysis

Several statistical tests were performed in order to check validity, reliability, normality, multicollinearity in data and subsequently multilevel analysis was conducted. Test such as confirmatory factor analysis was performed in order to check, reliability of instruments, convergent and discriminant validity.

4.4 Normal Distribution

In order to ensure credibility of results, data screening was also performed. For this purpose, Skewness and Kurtosis were assessed. Skewness tells us about data set's symmetry whereas Kurtosis tells us about the degree of the sharpness of a distribution. Acceptable range for Skewness is between -2 and +2 and for kurtosis it is between +7 and -7 (Hair et al., 2010). Results of table 4.1 (p.95), showed that all values were within range thus it may be concluded that data is normally distributed.

TABLE 4.1: Model 1: Descriptive Statistics (N=131 supervisors)

	Min	**Max**	**M**	**SD**	**Skewness**	**Kurtosis**
EXT	1.00	5.00	3.14	1.23	-.20	-1.67
AGR	1.00	5.00	2.99	1.21	.27	-1.35
CON	1.00	5.00	3.11	1.13	.06	0.67
NEU	1.00	5.00	2.99	1.05	.10	-1.55
OPN	1.00	5.00	3.21	1.22	.20	1.52
PLB	1.18	5.00	3.13	1.06	.09	-0.25
PSY	1.08	4.96	2.98	1.17	-.01	-1.49
JP	1.14	4.86	2.82	1.11	.22	0.30
JINN	1.17	5.00	3.12	1.18	.02	1.44

Note: Extraversion (EXT),Openness To Experience (OPEN), Agreeableness (AGR), Conscientiousness (CON),Neuroticism (NEU), Paradoxical Leader Behaviors (PLB), Psychological Capital (PSY), Job Performance (JP), Job Innovation (JINN)

4.5 Reliability

Cronbach's alpha reliability values of all variables were assessed. Reliability indicates internal consistency of responses. Generally alpha value greater than .70 indicates acceptable level of reliability (Ursachi et al., 2015). The results (See Table 4.2, p.96) showed that Cronbach's alpha values for all the values were within acceptable range which allowed to conclude that data set is reliable and further proceeding of analysis can be performed.

TABLE 4.2: Model 1: Discriminant validity of constructs (N=131 supervisors)

Variables	CR	AVE	MSV	MaxR(H)	1	2	3	4	5	6	7	8	9
JP	0.91	0.61	0.39	0.93	**0.78**								
CON	0.96	0.80	0.37	0.98	-0.22	**0.89**							
OPN	0.94	0.75	0.37	0.98	0.28	-0.61	**0.86**						
PLB	0.96	0.61	0.48	0.99	0.62	-0.34	0.39	**0.78**					
PSY	0.97	0.68	0.05	0.99	0.12	-0.23	0.20	0.20	**0.82**				
NEU	0.95	0.80	0.16	0.99	-0.21	0.33	-0.40	-0.28	-0.18	**0.89**			
JINN	0.89	0.67	0.48	0.99	0.51	-0.25	0.26	0.69	0.10	-0.11	**0.81**		
EXT	0.95	0.82	0.29	0.99	0.07	0.05	0.09	0.22	0.12	0.13	0.21	**0.90**	
AGR	0.96	0.80	0.29	0.99	-0.07	-0.03	-0.16	-0.23	-0.06	-0.11	-0.14	-0.54	**0.89**

Note: Extraversion (EXT),Openness To Experience (OPEN), Agreeableness (AGR), Conscientiousness (CON),Neuroticism (NEU), Paradoxical Leader Behaviors (PLB), Psychological Capital (PSY), Job Performance (JP), Job Innovation (JINN)

4.6 Multicollinearity

Multicollinearity between independent variables was examined using variance inflation factor (VIF) and tolerance tests. Recommended values for VIF is less than 4 (< 4) and for tolerance it is more than .2 or .1 ($>.2$ or $>.1$) (Hair et al., 2010). Results (Table 4.3, p.97) indicate that values for both VIF and tolerance were within acceptable range thus it can be concluded that there is no issue of multicollinearity that may undermine the statistical significance of independent variables and analysis can further be proceeded.

TABLE 4.3: Model 1: Multicollinearity Test Results of constructs (N=131 supervisors)

Variables	**Tolerance**	**VIF**
Extraversion(EXT)	0.716	1.396
Agreeableness(AGR)	0.705	1.418
Conscientiousness(CON)	0.601	1.664
Neuroticism (NEU)	0.792	1.263
Openness To Experience(OPN)	0.551	1.814
Psychological Capital (PSY)	0.913	1.095

4.7 Confirmatory Factor Analysis

All the instruments in current study have been used previously in Asian setting and thus were adopted as such for furtherance. However using cautious approach, EFA was performed to identify if there are any low or cross loadings of items. EFA was performed using promax rotation and principle axis factoring extraction method. None of the items were found to be cross loaded or having loadings less than .40 (< 0.40). Thus none of the items were eliminated from further analysis. Confirmatory analysis was performed in order to assess convergent validity and discriminant validity of all variables. Convergent validity shows the correspondence amongst similar constructs while discriminant validity accounts for the discrimination among dissimilar constructs (Garver and Mentzer, 1999). In order to assess discriminant validity, Average Variance Extracted (AVE) of all factors was compared with squared correlations of all factors, and the AVE was found to be greater than squared correlations of all factors. Also specifically for predictors, AVE was found to be greater than 0.5 and its square root was also greater than the correlations amongst predictors (See Table 4.2, p.96), suggesting discriminant validity for all constructs (Fornell and Larcker, 1981). Discriminant validity is further validated when their Maximum Shared Squared Variance (MSV) is less than AVE (Hair et al., 2010). The results of validity tests suggested that all our

variables were distinct from each other. In order to assess convergent validity, we assessed if items measuring same concept are loaded on one component (Sekaran, 2003). If items were loaded on one relevant factor and there were no observed cross loadings, then this affirms convergent validity of those items for respective factor.

Successful validation tests led to performing CFA using Mplus Editor 7.0. Different fit indices obtained through performing CFA have different threshold values. Confirmatory Fit index - CFI (must be greater than 0.90), Tucker Lewis Index– TLI (must be greater than 0.90), root mean square error of approximation– RMSEA (must be less than 0.08), and standardized root mean square residual – SRMR must be less than 0.08 were assess in order to check absolute and incremental fit indices. Results of alternative CFAs (See Table 4.4, p.100) suggest that full model yield best model fit as compared to alternative eight, seven, five and single factor models. More specifically CFI and TLI were found to be 0.923 and .911 respectively, whereas RMSEA and SRMR were 0.056 and 0.063. Since all model fit indices are within acceptable limits thus the model is good fitted.

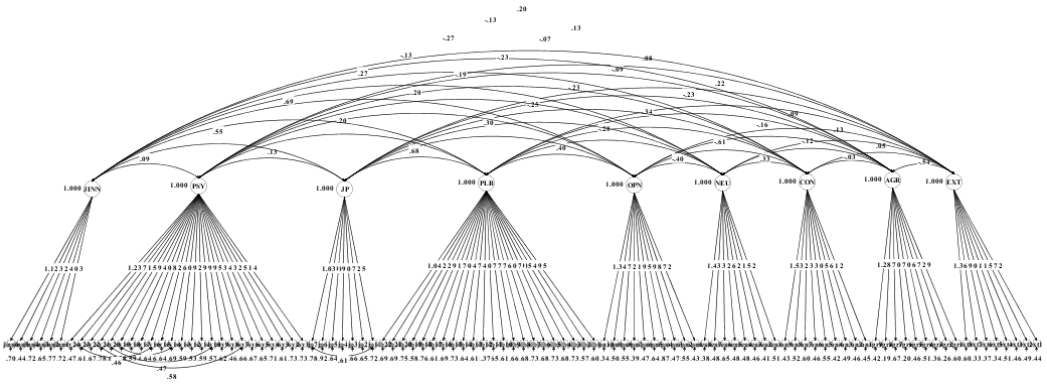

FIGURE 4.1: Model 1: CFA

4.8 Correlation Analysis

Table 4.5 (p.100) show correlation coefficients for all the study variables. We note that manager's extraversion was positively associated with PLB (r = .209, p < .01), whereas Agreeableness was negatively associated with PLB (r = –.229, p <

TABLE 4.4: Model 1: Measurement Model fit indices of Tested and potential alternative models

Models	**CMIN/df**	**CFI**	**TLI**	**RMSEA**	**SRMR**
One-factor model (all variables combined)	12.4	0.511	0.498	0.112	0.217
Five-factor model (EXT + OPN + AGR + CON + NEU, PLB, PSY, JP, JINN)	7.38	0.602	0.586	0.098	0.113
Seven-factor model (EXT + OPN, AGG, CON + NEU, PLB, PC, JP, JINN)	6.26	0.714	0.692	0.074	0.095
Eight-factor model (EXT, OPN, AGG, CON, NEU, PLB, PC, JP + JINN)	3.42	0.853	0.821	0.063	0.068
Full model (EXT, OPN, AGG, CON, NEU, PLB, PC, JP, JINN)	2.93	0.923	0.911	0.056	0.063

Note: Extraversion (EXT),Openness To Experience (OPEN), Agreeableness (AGR), Conscientiousness (CON),Neuroticism (NEU), Paradoxical Leader Behaviors (PLB), Psychological Capital (PSY), Job Performance (JP), Job Innovation (JINN)

.01). Similarly Conscientiousness was found to be negatively associated with PLB (r = –.335, p < .01) and so is Neuroticism (r = –.279, p < .01). On the other hand Openness to Experience was positively associated with PLB (r = .391, p < .01). PLB was positively associated with job performance (r = .638, p < .01) and innovative performance (r = .659, p < .01). Psychological capital was found to be passively associated with PLB (r = .194, p < .01), job performance (r = .121, p < .01) and job innovation(r = .084, p < .05). Manager's extraversion was not significantly related to job performance (r = 0.079, p =ns) however it was found to be positively associated with job innovation (r = .196, p < .01). On the other hand manager's Agreeableness was negatively associated with job performance (r = -0.089, p < .05) and job innovation (r = –.128, p < .01). Similarly manager's Conscientiousness was negatively associated with job performance (r = -0.238, p < .01) and job innovation (r = –.257, p < .01). Managers Conscientiousness was negatively associated with job performance (r = -0.238, p < .01) and job innovation (r = –.129, p < .01). Managers Openness to Experience was positively associated with job performance (r = .294, p < .01) and job innovation (r = –.268, p < .01).

TABLE 4.5: Model 1: Correlation Coefficients of Variables

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
1.Supervisor Gender [a]	1																
2. Supervisor Age [b]	.004	1															
3. Supervisor Qualification [c]	.256**	.051	1														
4. Supervisor Tenure with Current Org [d]	-.091*	.451**	.071	1													
5.Subordinate Gender [e]	.072	-.021	.032	-.031	1												
6. Subordinate Age [f]	-.001	-.043	-.074	-.042	.121**	1											
7. Subordinate Qualification [h]	-.041	.004	.021	-.013	.092*	-.081*	1										
8. Subordinate Tenure with Current Org [g]	-.012	.051	-.012	.046	.021	.521**	-.001	1									
9. Extraversion	-.138**	.003	-.102**	.131**	-.011	.082*	.025	.001	1								
10. Agreeableness	.091*	-.051	.121**	-.142**	-.043	-.057	.014	-.002	-.513**	1							
11.Conscientiousness	.042	.062	-.084*	-.022	-.006	.016	.042	-.061	.048	-.040	1						
12. Neuroticism	.046	.092*	-.121**	.025	.013	.032	.015	-.043	.127**	-.116**	.325**	1					

13.Opennes to Experience	-.081	-.093*	.004	.071	.021	.061	-.043	.046	.096*	-.159**	-.601**	-.387**	1			
14.Paradoxical Leader Behavior	-.042	.121**	.091*	-.024	-.014	-.012	-.021	.024	.209**	-.229**	-.335**	-.279**	.391**	1		
15.Psychological Capital	.051	.042	-.073	.031	.021	.015	.018	.027	.126*	-.061	-.225	-.179	.206	.194**	1	
16.Job Performance	-.094	.251**	.091*	.112**	-.032	-.056	-.019	-.013	.079	-.089*	-.238**	-.238**	.294**	.638**	.121**	1
17.Job Innovation	-.025	.092*	.102*	-.061	-.042	-.032	-.003	.025	.196**	-.128**	-.257**	-.129**	.268**	.659**	.084*	.503**	1

Note: N = 609 subordinates and 131 supervisors.

a) Supervisor gender was coded 1 = male, 2 = female.

b) Supervisor age was coded 1= Less than 25, 2=25-30, 3=31-34, 4=35-40 5= 41-44 6=45-50,7= 51-54 8=55 and above

c) Supervisor Qualification was coded 1= Intermediate 2= Bachelors 3= Masters 4= Doctorate

d) Supervisor Tenure with Current Organization 1= Less than 5 yrs 2=6-10 yrs 3= 11-15 yrs 4=more than 15 yrs

e) Subordinate gender was coded 1 = male, 2 = female.

f) Subordinate age was coded 1= Less than 25, 2=25-30, 3=31-34, 4=35-40 5= 41-44 6=45-50,7= 51-54 8=55 and above

g) Subordinate Qualification was coded 1= Intermediate 2= Bachelors 3= Masters 4= Doctorate

h) Subordinate Tenure with Current Organization 1= Less than 5 yrs 2=6-10 yrs 3= 11-15 yrs 4=more than 15 yrs

**p < .05, **p < .01*

4.9 Multilevel Analysis

Given the multilevel nature of data, multilevel path analysis (Kaplan, 2008) was conducted as the primary means of data analysis for Model 1. Proposed model is being analysed in multilevel format using Mplus (Muthén and Muthén, 2010). Data were collected from two different levels of respondents i.e. supervisors and their respective subordinates, which was nested together for analysis. For Model 1, supervisors reported their personality, subordinates in-role performance and subordinates innovative performance. Subordinates on the other hand reported their psychological capital and leaders' paradoxical behaviour. As we had subordinates nested under supervisors in our data set, hence it was recommended to partition the variance in our outcomes into within- and between-group components (Muthén and Satorra, 1989; Peccei and Van De Voorde, 2019).If there were little or no variation in the outcomes between supervisors, there would be no warrant for a multilevel analysis. We partitioned variance in our outcomes into level 1 (employees) and level 2 (supervisors) components. The average cluster size (number of employees reporting to the same manager at the branch level) was 4.64 in current analyses. In order to empirically justify aggregation of subordinate ratings of a given supervisor and aggregation of subordinate ratings to unit ratings, we also conducted ICC analyses. This analysis indicates what proportion of the variance is accounted for by the group level, and whether there is significant nesting. According to (Preacher et al., 2010), if ICC value is greater than .70 then there is a need to conduct multilevel analysis. The estimated intraclass correlation coefficients (ICCs) for the mediator and outcome variables were .85 (paradoxical leader behaviors), .71 (In-role performance behaviors), and .78 (innovative behaviors). These unconditional ICCs demonstrate the need to adopt a multilevel approach (Peugh, 2010; Preacher et al., 2010).

Impact of leaders personality (Self-reported) over leaders paradoxical behaviours (Subordinate reported) and subordinates performance outcomes (Supervisor reported) was assessed using Multilevel analysis in Mplus (7.0) and following the framework proposed by Preacher et al. (2011) Analysed Model corresponded to a

TABLE 4.6: Intraclass Correlation Coefficients

Variables	**Intraclass Correlation Coefficients**
Paradoxical Leader Behaviors (PLB)	0.85
Job Performance (JP)	0.71
Job Innovation (JINN)	0.78

2-2-1 model in the framework by Preacher et al. (2011) Predictor PLB was analysed at level 2, mediator (paradoxical leader behaviors) at level 2 whereas outcomes (in-role performance behaviors and innovative behaviors) were analysed at level 1. However, a level-2 group identifier was incorporated to factor-in between- cluster variance in assessed model. Impact of subordinates psychological capital (Self-Reported, Level 1) over aforementioned relationship was also assessed. The full model had the best fit: CMIN/df = 2.67, p = .02, CFI = .914, RMSEA=.051, SRMR (within) = .061, and SRMR (between) = .001. Mplus Syntax based on recommendations by Hayes (2017) has been used for testing different configuration of mediation, moderation and moderated mediation. Mediation was assessed through statistical significance of the indirect effect and its associated confidence interval (MacKinnon, 2008) and thus reported accordingly. Similarly after ascertaining for moderation and mediation, moderated mediation was assessed through difference in strength of conditional indirect effects across low and high levels of moderator (Preacher et al., 2007; Ng et al., 2008) and reported accordingly.

Table 4.7 (p.105) shows the results of the multilevel path analysis. The results show that extraversion positively predicted paradoxical leader behaviors (γ =0.182, $p <$ .05). This finding supports Hypothesis 1a. Agreeableness negatively predicted paradoxical leader behaviors (γ =-0.161, $p <$ .05), thus supporting Hypothesis 1b Conscientiousness also negatively predicted paradoxical leader behaviors (γ = -0.201, p = <.05).Therefore, Hypothesis 1c was also supported. In support of Hypothesis 1d, a negative prediction was found between neuroticism and paradoxical leader behaviors (γ =-.0193, $p <$ .05). Also openness to experience was found to positively predict paradoxical leader behaviors (γ =0.187 , p = ns). Therefore, Hypothesis 1e was also supported.

As for conditional effects, the interaction between extroversion and followers' psychological capital was insignificant for PLB ($\gamma = 0.065$, $p < .05$); therefore, Hypothesis 2a was not supported. However interaction between Agreeableness and followers' psychological capital was significant for PLB ($\gamma = 0.101$, $p < .05$); More specifically, simple slope plots of the significant interactions showed that the negative relationship between Agreeableness and PLB was weaker when followers' psychological capital was high than when it was low (see Figure 4.2, p.106), thus supporting Hypothesis 2b. Interaction between Conscientiousness and followers' psychological capital though was not significant for PLB, (γ= 0.097, p = ns); therefore, Hypothesis 2c was not supported. Similarly Interaction between and followers' psychological capital and neuroticism was also not significant for PLB, (γ= 0.051, p = ns); therefore, Hypothesis 2d was not supported. On the other hand interaction between openness to experience and followers' psychological capital was significant for PLB ($\gamma = 0.121$, $p < .01$); More specifically, simple slope plots of the significant interactions showed that the positive relationship between openness to experience and PLB was stronger when followers' psychological capital was high than when it was low (see Figure 4.3, 107), thus supporting Hypothesis 2e.

In line with our expectations, Paradoxical leader behaviors were found to positively predict followers job performance ($\gamma = 0.429$, $p < .01$) thus supporting Hypothesis 3a. In support of Hypothesis 3b, a positive prediction was also found between paradoxical leader behaviors and job innovation. ($\gamma = 0.691$, $p < .01$) As for conditional effects, the interaction between PLB and followers' psychological capital was significant for followers' in-role performance behaviors ($\gamma = 0.083$, $p <$ .05). More specifically, simple slope plots of the significant interactions showed that the positive relationship between paradoxical leader behavior and followers' in-role performance behaviors was more pronounced when followers' psychological capital was high than when it was low (see Figure 4.4, p.108), thus supporting Hypothesis 4a. However, interaction between paradoxical leader behavior and followers' psychological capital was not significant for followers' innovative behaviors, (γ= 0. 023, p = ns); therefore, Hypothesis 4b was not supported.

Table 4.7: Model 1: Results of Multilevel Path Analysis

Predictors	**Paradoxical Leader Behaviors**						
	γ	*S.E*	t				
Extraversion (EXT)	0.182*	0.081	2.24				
Agreeableness (AGR)	-0.161*	0.08	-2.01				
Conscientiousness (CON)	-0.201*	0.081	-2.48				
Neuroticism (NEU)	-0.193*	0.077	-2.49				
Openness To Experience (OPN)	0.187*	0.093	2.01				
Psychological Capital (PSY)	0.168**	0.061	2.75				
EXT x PSY	0.065	0.092	0.7				
AGR x PSY	0.101*	0.051	1.98				
CON x PSY	0.097	0.102	0.95				
NEU x PSY	0.051	0.113	0.45				
OPN x PSY	0.121*	0.061	1.98				
R-square				*0.481***			
	Job Performance				**Job Innovation**		
	γ	*S.E*	t		γ	*S.E*	t
Paradoxical Leader Behaviors (PLB)	0.429**	0.151	2.84		0.691**	0.161	4.29
Psychological Capital (PSY)	0.251*	0.112	2.23		0.031	0.163	0.19
PLB x PSY	0.083*	0.042	1.98		0.023	0.042	0.54
R-square				0.572**			0.536**

**p< .05, **p< .01*

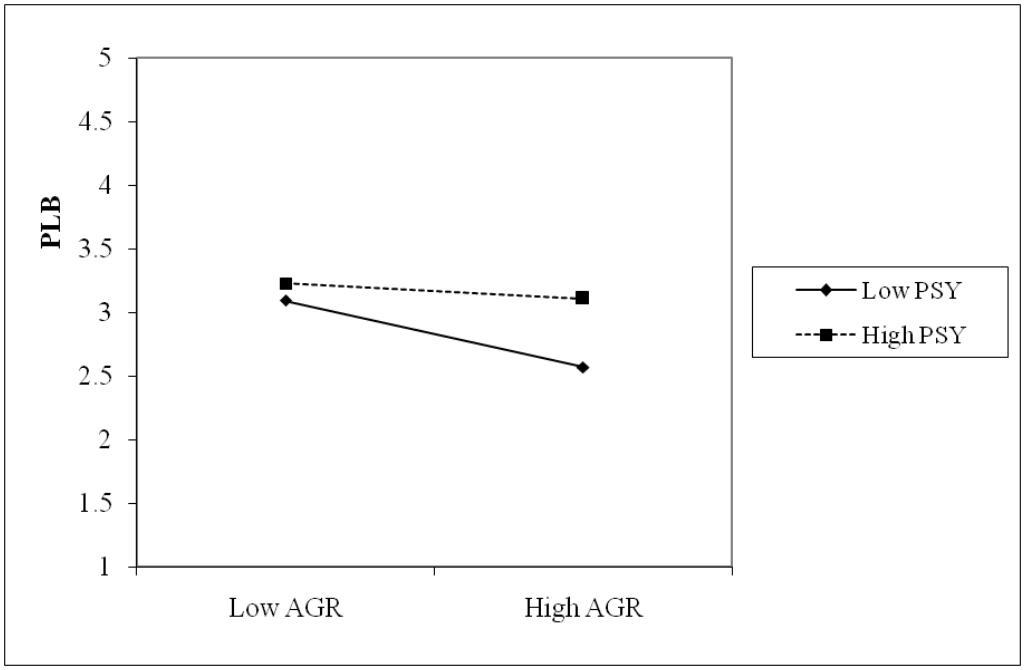

FIGURE 4.2: Interaction of Leaders' Agreeableness (AGR) and followers' psychological capital (PSY) on Paradoxical Leader Behaviors (PLB).

As for mediation (Table 4.8: Indirect effects, p.107), Extraversion was found to have significant indirect effect over Job performance (γ =0.123, $p < .05$; 95%CI [0.051., 0.182])) and job innovation (γ =0.131, $p < .01$; 95%CI [0.041., 0.192]) hence hypothesis 5a & 6a was supported. Agreeableness was also found to have significant indirect relationship with job performance (γ =-0.104, $p < .05$; 95%CI [-0.172., -0.051]) and job innovation (γ =-0.127, $p < .05$; 95%CI [-0.223., -0.051]) thus hypothesis 5b & 6b was also supported. Similarly consciousness was also found to have significant indirect relationship with job performance (γ =-0.136, $p < .01$; 95%CI [-0.212., -0.103]) and job innovation (γ =-0.162, $p < .01$; 95%CI [-0.261., -0.103]) thus hypothesis 5c & 6c was also supported. Neuroticism was also found to have significant indirect relationship with job performance (γ =-0.131, $p < .01$; 95%CI [-0.204., -0.071]) and job innovation (γ =-0.148, $p < .01$; 95%CI [-0.232., -0.073]) thus hypothesis 5d & 6d was also supported. As hypothesised Openness to experience and was found to have significant indirect effect over job performance (γ =0.127, $p < .01$; 95%CI [0.073., 0.202]) and job innovation (γ =0.142, $p < .01$; 95%CI [0.084., 0.221]) hence hypothesis 5e & 6e were also supported (See Table 4.8, p.107).

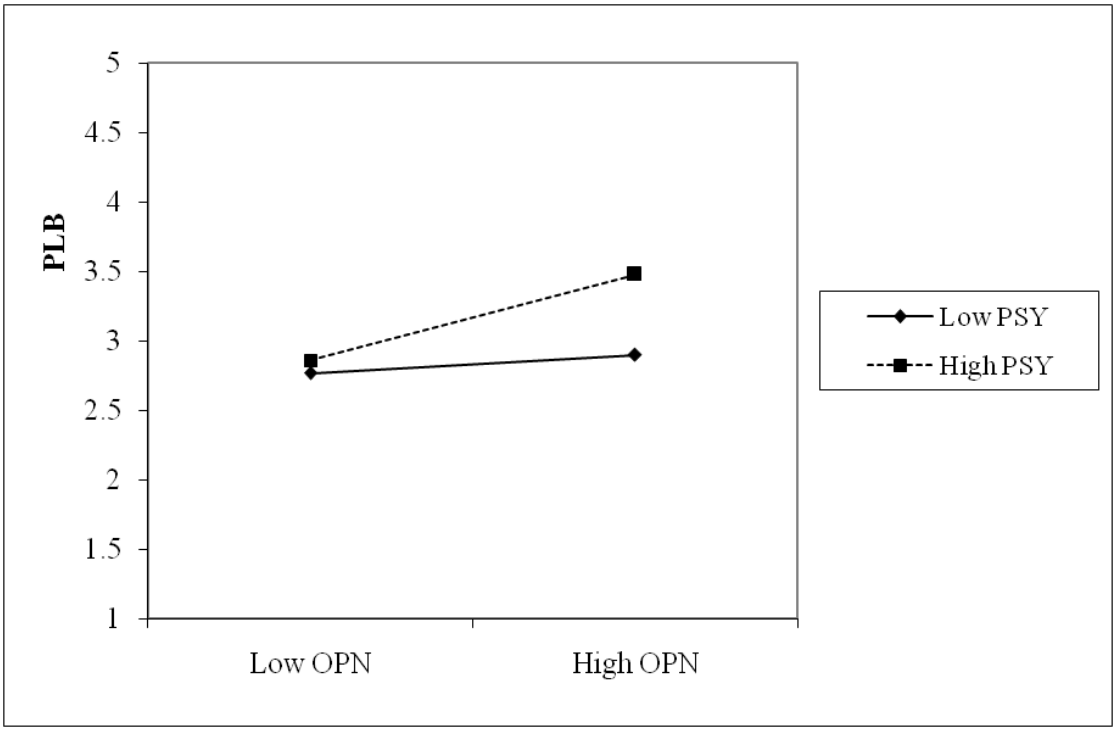

FIGURE 4.3: Interaction of Leaders' Openness to Experience (OPN) and followers' psychological capital (PSY) on Paradoxical Leader Behaviors (PLB)

TABLE 4.8: Model 1: Indirect Effects

Indirect Effects	**Job performance**			**Job Innovation**		
	γ	*LLCI*	*ULCI*	γ	*LLCI*	*ULCI*
Extraversion (via PLB)	0.123*	0.051	0.182	0.131**	0.041	0.192
Agreeableness (via PLB)	-0.104*	-0.172	-0.051	-0.127*	-0.223	-0.051
Conscientiousness (via PLB)	-0.136**	-0.212	-0.103	-0.162**	-0.261	-0.103
Neuroticism (via PLB)	-0.131**	-0.204	-0.071	-0.148**	-0.232	-0.073
Openness To Experience (via PLB)	0.127**	0.073	0.202	0.142**	0.084	0.221

Notes: N = 609 subordinates and 131 supervisors
LLCI = lower level of the 95% confidence interval. UCLI = upper level of the 95% confidence interval
**p < .05, **p < .01*

Table 4.9 (p.109) shows conditional indirect effects of psychological capital. Results demonstrate that the conditional indirect effects of Extraversion for followers job performance were significant at both high and low levels of followers psychological capital and were not much different from each other (γ =0.112, $p < .05$ &

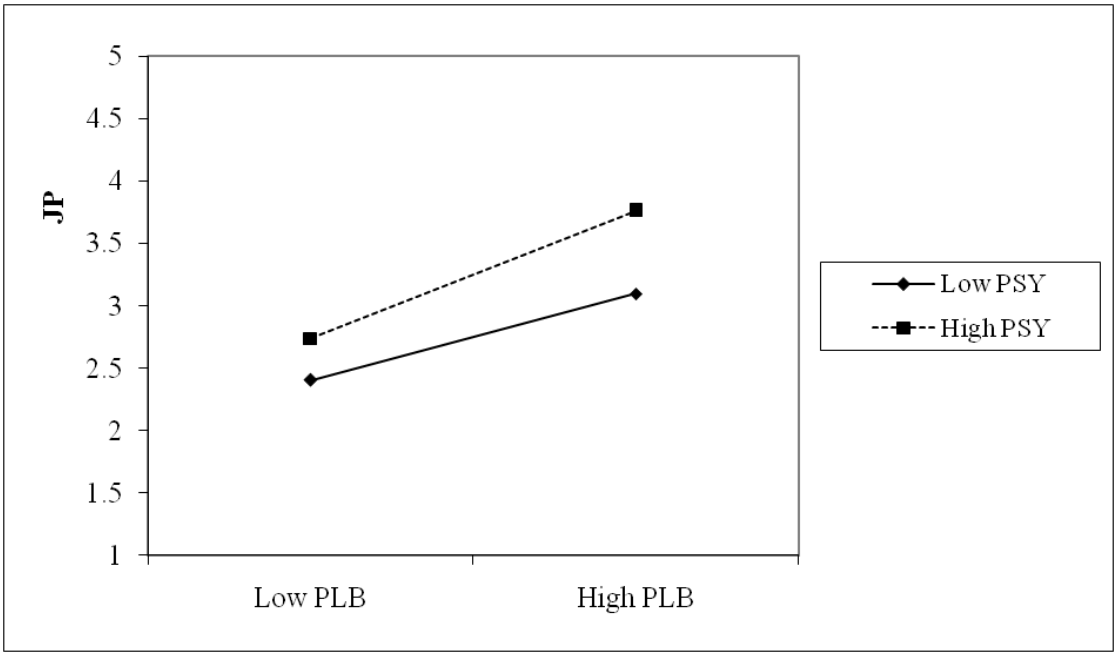

FIGURE 4.4: Interaction of paradoxical leader behavior (PLB) and followers' psychological capital (PSY) on followers' Job performance (JP)

γ =0.128, $p < .05$, respectively) hence hypothesis 7a, is not supported.

However conditional indirect effects of Agreeableness for followers job performance was significant at low levels of followers psychological capital (γ =-0.176, $p < .05$) but was in significant at high levels of followers psychological capital (γ =0.054, p=*ns*) hence hypothesis 7b, is supported. Similarly conditional indirect effects of Conscientiousness for followers job performance was significant at low levels followers psychological capital (γ =-0.201, $p < .05$) but in significant at high levels of followers psychological capital low (γ =-0.068, p =ns) hence hypothesis 7c, is supported. Conditional indirect effects of Neuroticism for followers job performance were significant at both high and low levels of followers psychological capital were significant and were not much different from each other (γ =0.141, $p < .05$ & γ =0.128, $p < .05$, respectively) hence hypothesis 7d, is not supported.

As expected conditional indirect effect of Openness To Experience for followers job performance were significant at high levels of followers psychological capital (γ =0.221, $p < .01$) but was in significant at low high levels of followers psychological capital (γ =0.036, p=ns) hence hypothesis 7e, is supported.

Table 4.9: Model 1: Conditional Indirect Effects

Conditional Indirect Effects	**Job Performance**				**Job Innovation**			
	γ	***S.E***	***LLCI***	***ULCI***	γ	***S.E***	***LLCI***	***ULCI***
Extraversion (via PLB)								
-1 *SD*	0.112*	0.017	0.062	0.162	0.126*	0.021	0.061	0.187
+1 *SD*	0.128*	0.023	0.078	0.178	0.138*	0.023	0.077	0.199
Agreeableness (via PLB)								
-1 *SD*	-0.176*	0.021	-0.236	-0.116	-0.217**	0.022	-0.367	-0.175
+1 *SD*	-0.054	0.032	-0.114	0.006	-0.024	0.023	-0.131	0.072
Conscientiousness (via PLB)								
-1 *SD*	-0.201*	0.023	-0.262	-0.131	-0.169*	0.025	-0.263	-0.075
+1 *SD*	-0.068	0.039	-0.134	0.010	-0.152*	0.021	-0.246	-0.058
Neuroticism (via PLB)								
-1 *SD*	-0.141*	0.023	-0.211	-0.071	-0.143*	0.012	-0.227	-0.059
+1 *SD*	-0.128*	0.019	-0.198	-0.058	-0.132*	0.013	-0.216	-0.048
Openness To Experience (via PLB)								
-1 *SD*	0.036	0.026	-0.034	0.106	0.052	0.029	-0.008	0.112
+1 *SD*	0.221**	0.025	0.161	0.291	0.262****	0.032	0.202	0.324

N = 609 subordinates and 131 supervisors
LLCI = lower level of the 95% confidence interval. UCLI = upper level of the 95% confidence interval
**p < .05, **p < .01*

Results also verify that conditional indirect effects for conditional indirect effects of Extraversion for followers job innovation were significant at both high and low levels of followers psychological capital were significant not much different from each other (γ =0.126, $p < .05$ & γ =0.138, $p < .05$, respectively) hence hypothesis 8a, is not supported. However conditional indirect effects of Agreeableness for followers job innovation was significant at low levels of followers psychological capital (γ =-0.217, $p < .01$) but was in significant at high levels of followers psychological capital (γ =-0.024, p =ns) hence hypothesis 8b, is supported. Conditional indirect effects of Conscientiousness for followers job innovation were significant at both high and low levels of followers psychological capital and not much different from each other (γ =-0.169, $p < .05$ & γ =-0.152, $p < .05$, respectively), hence hypothesis 8c, is not supported. Conditional indirect effects of Neuroticism for followers job innovation were significant at both high and low levels of followers psychological capital were significant and were not much different from each other (γ =-0.143, $p < .05$ & γ =-0.132, $p < .05$, respectively) hence hypothesis 8d, is not supported. On the other hand, as expected conditional indirect effect of Openness To Experience for followers job similarly were significant at high levels of followers psychological capital (γ =0.131, $p < .01$) but was in significant at low high levels of followers psychological capital (γ *=0.052, p=ns*) hence hypothesis 8e, is supported

4.10 Overview of Model 2

Model 2 primarily links paradoxical leader behaviors with group Level outcomes i.e. group performance and group innovation. It also elaborates on the mediating role of individual level outcomes such as individual level job performance and innovative performance between paradoxical leader behaviours and group level outcomes. Specified under relevant theory, Model 1 and Model 2 examines different outcomes and causal mechanisms in relation to paradoxical leader behavior, thus in line with past literature (Bryk et al., 1999; Farh et al., 2007), both models are run separately to analyse respective relationships.

4.11 Data Preparation

Model 2 involved group level data for group level outcomes in addition to the data used for variables analysed in Model 1. Model 2 integrated two sets of data for further analysis. Data involved in Model 2 was also checked for errors and omissions and ensured of quality. Using version (22.0) of SPSS and MPlus (0.7) a series of statistical tests for validity, reliability and normality were performed. Lastly, multilevel analysis was conducted once data was validated.

4.12 Normal Distribution, Validity and Reliability

Before assessing measurement model, data normality through skewness and kurtosis were checked. Results indicate that all results were within recommended range (See Table 4.10, p.111).

TABLE 4.10: Model 2: Descriptive Statistics (N= 131 supervisors)

Variables	Min	Max	M	STD	Skewness	Kurtosis
PLB	1.18	5.00	3.13	1.06	.09	-0.25
PSY	1.08	4.96	2.98	1.17	-.01	-1.49
JP	1.14	4.86	2.82	1.11	.22	0.30
JINN	1.17	5.00	3.12	1.18	.02	1.44
GP	1.00	4.80	3.04	1.05	-.07	-0.26
GINN	1.00	5.00	3.03	1.21	.11	-1.33

Note: Paradoxical Leader Behaviors (PLB), Psychological Capital (PSY), Job Performance (JP), Job Innovation (JINN), Group performance (GP), Group Innovation (GINN)

Table 4.11 (p.112) shows cronbach' alpha values, ASV, MSV for reliability and validity are within the range recommended by Hair et al. (2010).

TABLE 4.11: Model 2: Discriminant validity of constructs (N= 131 supervisors)

	CR	AVE	MSV	MaxR(H)	1	2	3	4	5	6
GP	0.83	0.51	0.34	0.84	**0.70**					
JINN	0.89	0.67	0.48	0.94	0.28	**0.81**				
PLB	0.96	0.61	0.48	0.98	0.30	0.69	**0.78**			
JP	0.91	0.61	0.41	0.98	0.58	0.52	0.64	**0.78**		
PSY	0.97	0.68	0.04	0.99	0.07	0.10	0.20	0.12	**0.82**	
GINN	0.90	0.69	0.35	0.99	0.30	0.52	0.59	0.42	-0.03	**0.83**

Note: Paradoxical Leader Behaviors (PLB), Psychological Capital (PSY), Job Performance (JP), Job Innovation (JINN), Group performance (GP), Group Innovation (GINN)

Results of alternative CFAs (See Table 4.12, p.112) suggest that full model yield best model fit as compared to alternative five, three and single factor models. Model fit indices for model 2 were also within thresholds.

More specifically CFI and TLI were found to be 0.931 and .917 respectively, whereas RMSEA and SRMR were 0.049 and 0.061. Since all model fit indices are within acceptable limits thus the model is good fitted.

TABLE 4.12: Model 2: Measurement Model fit indices of Tested and potential alternative models

Models	**CMIN/df**	**CFI**	**TLI**	**RMSEA**	**SRMR**
One-factor model (all variables combined)	10.2	.599	.578	.104	.181
Three-factor model (PLB + PC, JP + JINN, GP + GINN)	6.11	.721	.698	.086	.105
Five-factor model (PLB, PC, JP + JINN, GP, GINN)	3.63	.861	.834	.057	.079
Full model (PLB, PC, JP, JINN, GP, GINN)	2.84	.931	.917	.049	.061

Note: Paradoxical Leader Behaviors (PLB), Psychological Capital (PSY), Job Performance (JP), Job Innovation (JINN), Group performance (GP), Group Innovation (GINN)

Table 4.13 (p.114) presents correlation coefficients for all the study variables. We note that paradoxical leader behaviors was positively associated with group performance (r = .281, p < .01), similarly paradoxical leader behaviours was positively associated with group innovation (r = .637, p < .01). PLB was positively associated with job performance (r = .638, p < .01) and innovative performance (r = .659, p < .01). Psychological capital was found to be positively associated with PLB (r = .121, p < .01), job performance (r = .084, p < .05) and job innovation.

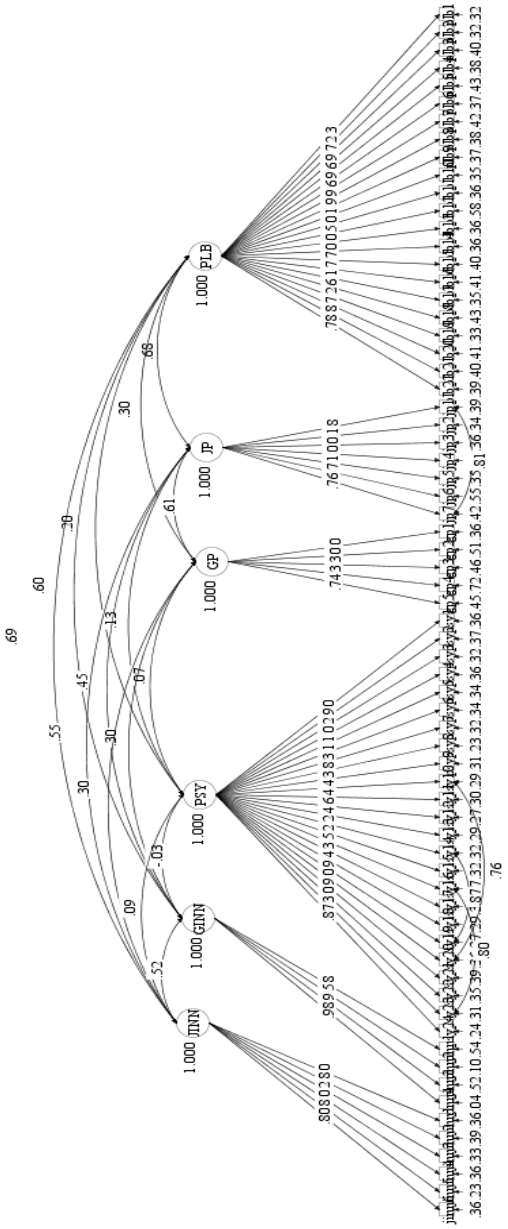

FIGURE 4.5: Model 2: CFA

TABLE 4.13: Model 2: Correlation Coefficients of Variables

	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1.Supervisor Gender [a]	1													
2.Supervisor Age [b]	.004	1												
3.Supervisor Qualification [c]	.256**	.051	1											
4.Supervisor Experience with current Organization [d]	-.091*	.451**	.071	1										
5.Subordinate Gender [e]	.072	-.021	.032	-.031	1									
6.Subordinate Age [f]	-.001	-.043	-.074	-.042	.121**	1								
7.Subordinate Qualification [g]	-.041	.004	.021	-.013	.092*	-.081*	1							
8.Subordinate Tenure with Current Organization [h]	-.012	.051	-.012	.046	.021	.521**	-.001	1						
9.Paradoxical Leader behaviors	-.042	.121**	.091*	-.024	-.014	-.012	-.021	.024	1					
10.Pychlogical Capital	.051	.042	-.073	.031	.021	.015	.018	.027	.194**	1				
11.Job Performance	-.094	.251**	.091*	.112**	-.032	-.056	-.019	-.013	.638**	.121**	1			
12.Job Innovation	-.025	.092*	.102*	-.061	-.042	-.032	-.003	.025	.659**	.084*	.503**	1		
13.Group Performance	-.012	.271*	.058	.121*	.0191	-.017	.002	-.012	.281**	.065	.534**	.267**	1	
14.Group Innovation	-.091*	.104*	.082*	-.004	-.0142	-.013	-.012	.004	.637**	.007	.442**	.533**	.274**	1

Note: N = 609 subordinates and 131 supervisors & groups.
a Supervisor gender was coded 1 = male, 2 = female.
b Supervisor age was coded 1= Less than 25, 2=25-30, 3=31-34, 4=35-40 5= 41-44 6=45-50,7= 51-54 8=55 and above.
c Supervisor Qualification was coded 1= Intermediate 2= Bachelors 3= Masters 4= Doctorate
d Supervisor Tenure with Current Organization 1= Less than 5 yrs 2=6-10 yrs 3= 11-15 yrs 4=more than 15 yrs.
e Subordinate gender was coded 1 = male, 2 = female.
f Subordinate age was coded 1= Less than 25, 2=25-30, 3=31-34, 4=35-40 5= 41-44 6=45-50,7= 51-54 8=55 and above.
g Subordinate Qualification was coded 1= Intermediate 2= Bachelors 3= Masters 4= Doctorate.
h Subordinate Tenure with Current Organization 1= Less than 5 yrs 2=6-10 yrs 3= 11-15 yrs 4=more than 15 yrs.
**p < .05, **p < .01*

4.13 Multilevel Analysis

Model 2 has also been analysed in multilevel format using Mplus (Muthén and Muthén, 2010) Data was collected from two different levels of respondents i.e. supervisors and their respective subordinates, which were nested together for analysis. Supervisors reported their subordinates' in-role performance, subordinates' innovative performance, their group performance and group innovation. Subordinates on the other hand reported their psychological capital and leaders' paradoxical behaviour. The average cluster size (number of employees reporting to the same manager at the branch level) was 4.64 in current analyses. ICC results justified aggregation of subordinate ratings of a given supervisor. According to (Preacher et al., 2010), if ICC value is greater than .2 then there is a need to conduct multilevel analysis. The estimated intraclass correlation coefficients (ICCs) were 0.85 (paradoxical leader behaviors), 0.71 (In-role performance behaviors), and 0.78 (innovative behaviors). These unconditional ICCs demonstrate the need to adopt a multilevel approach (Peugh, 2010). Model 2 corresponded to a 2-1-2 model and is analysed at Multilevel in Mplus (7.0) through following the framework proposed by Preacher et al. (2011) for such models. Predictor PLB was analysed at level 2, mediator (subordinates job performance and job innovation) at level 1 whereas group outcomes (Group performance and group innovation) were analysed at level 2. Model fit indices were: CMIN/df = 2.61, p = .02, CFI = .923, RMSEA=.043, SRMR (within) = .056, and SRMR (between) = .001. Mediation was assessed through statistical significance of the indirect effect and its associated confidence interval (MacKinnon, 2008) and thus reported accordingly. Similarly moderated mediation was assessed through difference in strength of conditional indirect effect across low and high levels of moderator (Preacher et al., 2007; Ng et al., 2008).

Table 4.14 (p. 116), shows the results of the multilevel moderated path analysis. In line with our expectations, Paradoxical leader behaviors were found to positively predict followers group performance ($\gamma = 0.285$, $p < .01$) thus supporting Hypothesis 9a. In support of Hypothesis 9b, paradoxical leader behaviors was found to positively predict group innovation. ($\gamma = 0.672$, $p < .01$)

TABLE 4.14: Model 2: Results of Multilevel Path Analysis

Predictors	**Group Performance**			**Group Innovation**		
	γ	**S.E**	**T**	γ	**S.E**	**T**
Paradoxical Leader Behaviors	0.285**	0.099	2.88	0.672**	0.101	6.62
R-Square	0.081*			0.451**		

Note: N = 609 subordinates and 131 supervisors & groups.
**p < .05, **p < .01*

As for Indirect Effects (Table 4.15. p.116), PLB was found to have significant indirect effect over Group performance (γ =0.242, $p < .01$; 95%CI [0.176., 0.278]) via employees job performance hence hypothesis 10a was supported. PLB was found to have significant indirect effect over Group innovation (γ =0.246, $p < .05$; 95%CI [0.191., 0.283]) via employees job innovation hence hypothesis 10b was also supported.

TABLE 4.15: Model 2: Indirect Effects

Indirect Effects	**Group performance**				**Group Innovation**		
	γ	***LLCI***	***ULCI***		γ	***LLCI***	***ULCI***
PLB (via Job Performance)	0.242**	0.176	0.278	PLB (via Job Innovation)	0.246**	0.191	0.283

Note: N = 609 subordinates and 131 supervisors & groups.
LLCI = lower level of the 95% confidence interval. UCLI = upper level of the 95% confidence interval
**p < .05, **p < .01*

Table 4.16 (p.116) shows Conditional Indirect Effects of psychological capital.

TABLE 4.16: Model 2: Conditional Indirect Effects

Conditional Indirect Effects									
PLB (via Job Performance)	γ	*S.E*	*LLCI*	*ULCI*	PLB (via Job Innovation)	γ	*S.E*	*LLCI*	*ULCI*
-1 SD	0.058	0.082	-0.002	0.118	-1 SD	0.231*	0.103	0.201	0.301
+1 SD	0.301**	0.102	0.241	0.361	+1 SD	0.262*	0.094	0.212	0.312

Note: N = 609 subordinates and 131 supervisors & groups.
LLCI = lower level of the 95% confidence interval. UCLI = upper level of the 95% confidence interval
**p < .05, **p < .01*

Results verify that conditional indirect effects of paradoxical leader behavior on Group performance was insignificant at low levels of followers psychological capital (γ =0.058, p=ns) but was significant and stronger at high levels of followers psychological capital (γ =0.301, $p < .01$) hence hypothesis 11a, is supported. On the other hand, conditional indirect effects of paradoxical leader behavior on Group innovation was significant at both high and low levels of followers psychological capital and not much different from each other (γ =0.231, $p < .05$ & γ =0.262, $p <$ .05, respectively) hence hypothesis 11b, is not supported.

4.14 Results Summary

Hypothesis	Statement	Result
1a	Extraversion will be positively related to paradoxical leader behaviors	**Supported**
1b	Agreeableness will be negatively related to paradoxical leader behaviors	**Supported**
1c	Conscientiousness will be negatively related to paradoxical leader behaviors	**Supported**
1d	Neuroticism will be negatively related to paradoxical leader behaviors	**Supported**
1e	Openness to experience will be positively related to paradoxical leader behaviors.	**Supported**
2a	Followers' psychological capital will moderate the relationship between leaders extraversion and paradoxical leader behaviors in such a way that the positive will be stronger when followers' psychological capital is high than when is low.	**Not Supported**
2b	Followers' psychological capital will moderate the relationship between leaders agreeableness and paradoxical leader behaviors in	**Supported**

	such a way that the negative will be weaker when followers' psychological capital is high than when is low.	
2c	Followers' psychological capital will moderate the relationship between leaders conscientiousness and paradoxical leader behaviors in such a way that the negative relationship will be weaker when followers' psychological capital is high than when is low.	**Not Supported**
2d	Followers' psychological capital will moderate the relationship between leaders neuroticism and paradoxical leader behaviors in such a way that the negative relationship will be weaker when followers' psychological capital is high than when is low.	**Not Supported**
2e	Followers' psychological capital will moderate the relationship between leaders openness to experience and paradoxical leader behaviors in such a way that the positive will be stronger when followers' psychological capital is high than when is low.	**Supported**
3a	Paradoxical leader behaviors will be positively associated with followers' in-role job performance.	**Supported**
3b	Paradoxical leader behaviors will be positively associated with followers' innovative behaviors.	**Supported**
4a	Followers' psychological capital will moderate the positive relationship between paradoxical leader behavior and followers job performance in such a way that relationship	**Supported**

	will be stronger when followers' psychological capital is high than when is low.	
4b	Followers' psychological capital will moderate the positive relationship between paradoxical leader behavior and followers innovative behaviors in such a way that relationship will be stronger when followers' psychological capital is high than when is low.	**Not Supported**
5a	Paradoxical leader behavior mediates the relationship between leaders' extraversion and followers' in-role job performance.	**Supported**
5b	Paradoxical leader behavior mediates the relationship between leaders' agreeableness and followers' in-role job performance.	**Supported**
5c	Paradoxical leader behavior mediates the relationship between leaders' conscientiousness and followers' in-role job performance.	**Supported**
5d	Paradoxical leader behavior mediates the relationship between leaders' neuroticism and followers' in-role job performance.	**Supported**
5e	Paradoxical leader behavior mediates the relationship between leaders' openness to experience and followers' in-role job performance.	**Supported**
6a	Paradoxical leader behavior mediates the relationship between leaders' extraversion and followers' job innovation.	**Supported**
6b	Paradoxical leader behavior mediates the relationship between leaders' agreeableness and followers' job innovation.	**Supported**
6c	Paradoxical leader behavior mediates the	**Supported**

	relationship between leaders' conscientiousness and followers' job innovation.	
6d	Paradoxical leader behavior mediates the relationship between leaders' neuroticism and followers' job innovation.	**Supported**
6e	Paradoxical leader behavior mediates the relationship between leaders' openness to experience and followers' job innovation.	**Supported**
7a	Followers' psychological capital will moderate relationship between leaders' extraversion and followers' in-role job performance via paradoxical leaders behaviors such that mediated relationship will be stronger when followers' psychological capital is high than when is low.	**Not Supported**
7b	Followers' psychological capital will moderate relationship between leaders' agreeableness and followers' in-role job performance via paradoxical leaders behaviors such that mediated relationship will be weaker when followers psychological capital is high than when is low.	**Supported**
7c	Followers' psychological capital will moderate relationship between leaders' conscientiousness and followers' in-role job performance via paradoxical leaders behaviors such that mediated relationship will be weaker when followers' psychological capital is high than when is low.	**Supported**
7d	Followers' psychological capital will	**Not Supported**

	moderate relationship between leaders' neuroticism with followers in-role job performance via paradoxical leaders behaviors such that mediated relationship will be weaker when followers' psychological capital is high than when is low.	
7e	Followers' psychological capital will moderate relationship between leaders openness to experience and followers' in-role job performance via paradoxical leaders behaviors such that mediated relationship will be stronger when followers' psychological capital is high than when is low.	**Supported**
8a	Followers' psychological capital will moderate relationship between leaders extraversion and followers job innovation via paradoxical leaders behaviors such that mediated relationship will be stronger when followers' psychological capital is high than when is low.	**Not Supported**
8b	Followers' psychological capital will moderate relationship between leaders agreeableness and followers job innovation via paradoxical leaders behaviors such that mediated relationship will be weaker when followers' psychological capital is high than when is low.	**Supported**
8c	Followers' psychological capital will moderate relationship between leaders' conscientiousness and followers' job innovation via paradoxical leaders behaviors such that	**Not Supported**

	mediated relationship will be weaker when followers' psychological capital is high than when is low.	
8d	Followers' psychological capital will moderate relationship between leaders neuroticism and followers' job innovation via paradoxical leaders behaviors such that mediated relationship will be weaker when followers' psychological capital is high than when is low.	Not Supported
8e	Followers' psychological capital will moderate relationship between leaders openness to experience and followers job innovation via Paradoxical leaders behaviors such that mediated relationship will be stronger when followers' psychological capital is high than when is low.	**Supported**
9a	Paradoxical leader behaviors in managing people will be positively related to group Performance.	**Supported**
9b	Paradoxical leader behaviors in managing people will be positively related to group Innovation.	**Supported**
10a	Followers' individual job performance will mediate the relationship between paradoxical leader behaviors in managing people and group Performance.	**Supported**
10b	Followers' individual job innovation will mediate the relationship between paradoxical leader behaviors in managing people and group innovation.	**Supported**

11a	Followers' psychological capital will moderate relationship between paradoxical leader behaviors and group performance via followers' individuals job performance such that mediated relationship will be stronger when followers' psychological capital is high than when is low.	**Supported**
s**11b**	Followers' psychological capital will moderate relationship between paradoxical leader behaviors and group Innovation via followers' individual job innovation such that mediated relationship will be stronger when followers' psychological capital is high than when is low.	**Not Supported**

Chapter 5

Discussion and Conclusion

5.1 Overview

This chapter discusses theorized relationships among variables of model 1 and model 2. It also proposes relationships which have not been supported empirically. Future implications, limitations and conclusion of this dissertation have also been discussed.

5.2 General Discussion

Several scholars have asserted that complexity, ambiguity and paradoxes are the most crucial managerial issues to be dealt with in recent times (Quinn et al., 2015). Thus it is required of effective leaders to not only embrace such inconsistencies or paradoxes but also convert such situations into opportunities. Paradoxical leader behavior is a synergistic approach towards handling seemingly competing or paradoxical work demands while managing people. Considering that such behavioural approach towards managing people is critical for sustainable effectiveness, current dissertation aimed at contributing towards paradoxical leader behavior literature by advancing theorists knowledge in relation to its antecedents and outcomes at multilevel. More specifically current study theoretical framework considers personality antecedents of paradoxical leader behavior and performance outcomes of

paradoxical leader behavior at both individual and group level. In support of trait theory, it is found that like several other leadership behaviors such as transactional (Bono and Judge, 2004), transformational (Phaneuf et al., 2016) , authentic (Kotzé and Nel, 2017) , servant (Washington et al., 2006), leaders personality traits do predict paradoxical leader behavior. Since different traits are found to predict paradoxical leader behaviors differently, thus findings of current dissertation may enable both researchers and theorists to understand that what type of leaders engage in paradoxical behaviors while managing people.

Further in line with trait activation theory, followers' characteristics such as followers' psychological capital is found to play a critical role in activating leaders' traits into paradoxical leader behavior. Keeping in view seemingly complex nature of paradoxical leader behaviors, findings of current dissertation adds to our standing regarding type of followers that may facilitate or constrain emergence of trait relevant paradoxical behaviors. Similarly followers' psychological capital is also found to pay an important role in enhancing favourable impact of paradoxical leader behavior over performance outcomes at both individual and group levels. Such findings enable us to know the role of followers' psychological capacity in ensuring seemingly complex paradoxical behaviors effectiveness. Current study also presents a theory that links leaders' personality with followers' outcomes through paradoxical leader behavior. It is found that different leaders' traits may impact followers' outcomes differently through paradoxical leader behavior. Overall current study findings may generate new directions for advancing research in the domain of both personality and leadership.

5.3 Discussion Model 1

Model 1 aimed at examining the impact of leaders' personality over paradoxical leader behavior in people management and followers' in role and innovative performance outcomes. In support of trait theory of leadership, results of current study indicated that all traits significantly predicted paradoxical leader behaviors. Leaders' paradoxical behaviours in turn were found to have favourable impact over

both followers' in role as well as innovative performance outcomes. To further refine such finding, contingency framework was introduced to study activation and effectiveness of paradoxical leader behaviors. It was done by examining impact of followers' psychological capital over personality-paradoxical leader behavior relationship and also paradoxical leader behavior and followers in role and innovative performance outcomes relationship. Followers' psychological capital was found to moderate the relationship between agreeableness, openness to experience and paradoxical leader behavior and also between paradoxical leader behavior and followers' in-role performance. Current research further extends existing personality research by linking leader personality- follower performance via paradoxical leader behaviors. Good support was found for the indirect effects of the Big 5 personality traits on followers both in-role performance and innovative performance via paradoxical leader behaviors. Past literature suggests that impact of leaders' personality over performance outcomes is distal that needs to be explained through more proximal factors such as motivational or inspiring leadership behaviors (Ng et al., 2008; Cavazotte et al., 2012). Current study findings are unique in explaining leader personality- follower performance link through leaders' paradoxical behavioural approach which was missing in past literature. Also since effect of personality on performance outcomes may it be direct or indirect is contingent on followers' characteristics, thus role of followers' psychological capital over such relationships is examined (Deinert et al., 2015). Results in general indicate that followers' characteristics may play an equally important role in a way that leaders' personality influence over followers performance by the way of paradoxical behaviors strengthens as followers endorse of paradoxical approach of leaders than otherwise. It is to be noted that paradox inherent in different leadership behaviors (e.g. Nyberg and Sveningsson, 2014) as well as role of leadership towards managing paradoxes at macro level is thoroughly discussed in literature (Raza-Ullah et al., 2014; Besharov and Smith, 2014; Walker et al., 2014; Schad et al., 2016), however paradoxical leader behaviors is a behavioral approach adopted by leaders specifically in addressing paradox inherent in people management i.e. addressing both structural and followers demands simultaneously through integrative behavioral

solutions. Concept was introduced in 2015 by Zhang et al. (2015), and our knowledge regarding its antecedents, contingencies for its emergence and effectiveness and specifically its role in linking different leaders personality traits and followers outcomes is considerably limited. Current dissertation aims at addressing these gaps in literature regarding paradoxical leader behaviors.

5.3.1 Research Question 1

First research question was *"Whether leaders' personality traits are associated with paradoxical leader behaviors?"* Current study attempted to extend our existing knowledge in the domain of personality by examining role of personality in predicting paradoxical leader behaviors, where paradoxical Leaders behaviors in people management involve addressing both organizations' structural and follower's individuals' demands simultaneously through integrative behavioral solutions. In other words those personality traits were identified which are able to capture the essence of paradoxes at work not just by displaying either task or relational behaviors but bit of both at the same time.

Consistent with the findings by several researchers in past (Judge et al., 2002; Colbert et al., 2012; De Vries, 2012; Hassan et al., 2016), current study results show that five factor model is an effective framework for the prediction of leadership behaviors. However through uncovering the trait basis of paradoxical leader behaviours, current study contribute towards trait theory literature by suggesting that beyond leaders' task or relational behaviors, leaders' paradoxical behaviors may also be predicted by their traits. More specifically, the results indicated that leaders' extraversion was positively related to paradoxical leader behavior. Leaders' extraversion has consistently been linked with both task and relational orientations of leadership individually (Bono and Judge, 2004; Simic et al., 2017). The present findings, however, merely imply that extraverted leaders may be able to maintain both types of leadership orientations simultaneously in the form of paradoxical leader behaviors. As hypothesised, Leaders' agreeableness was found to be negatively related to paradoxical leader behaviors. Past research suggests that agreeable individuals have a strong preference for cooperation and harmony,

which could hinder critical exchanges about perspectives and, therefore, divergent thinking (Vahedi et al., 2017; Harada, 2020) — a characteristic integral to paradoxical behaviors (s). Such tendencies thus may restrict agreeable leaders to address both task and relational needs simultaneously through paradoxical leader behaviors.

Similarly leaders' conscientiousness was also found to be negatively related to paradoxical leader behaviors. In line with past literature which suggests that conscientious leaders adopt an excessively structured approach in dealing with others (Deinert et al., 2015), current study finding further asserts that due to strictly structured approach, conscious individuals may not be able to show individualized consideration for follower and thus fail to predict much balanced approach towards managing people in the form of paradoxical leader behaviors. As hypothesised, leaders' neuroticism was also found to be negatively related to paradoxical leader behaviors. Literature suggests that strong cognitive base that enables leaders to balance competing yet interrelated work requirements is critical for paradoxical behaviours (Zhang et al., 2015). Since neurotics lack the ability to maintain composure and a positive attitude while dealing with paradoxes at the workplace, an attribute which is critically required of paradoxical leaders, thus they are not be able predict paradoxical behaviours. As for openness to experience, past research has shown that openness values are critical for dealing ever changing, complex and paradoxical issues at work place. (Wanberg and Banas, 2000; Seppälä et al., 2012; Jach and Smillie, 2019). In line with such suggestions leaders' openness to experience was found to be positively related to paradoxical leader behaviours.

5.3.2 Research Question 2

Second question was "Does followers' psychological capital moderate the relationship between leader's personality and paradoxical leader behaviors?"

Keeping in view consistent but modest relationship between leader's personality and leadership behaviours in past literature, researchers have asserted importance of identifying trait relevant situations together with leader's personality traits that

could activate expression of leader's personality into respective leadership behaviors, yet surprisingly this premise has received little attention (De Hoogh et al., 2005a; Tett and Burnett, 2003; Phaneuf et al., 2016). Current study contributes towards literature by identifying followers' psychological capital as a trait activating factor for paradoxical behaviours. Considering the fact that only those followers having orientations that are compatible with the leaders orientations may enable activation of trait relevant behaviours which otherwise be constrained or suppressed (de Jong and Curseu, 2016; Dvir and Shamir, 2003). Thus based on trait activation theory, it is found that followers having high psychological capital are better suited for leaders having paradoxical orientations. Followers with high psychological capital enable expression of trait relevant paradoxical behaviors which otherwise be constrained if leaders are dealing with followers having low psychological capital. Though psychological capital has mostly been studied in relation to individuals performance outcomes (Malik and Dhar, 2017; Bouckenooghe et al., 2015; Jung and Yoon, 2015), however current thesis contribute towards literature by suggesting that followers psychological capital as trait activating factor, can play reasonably important role in not only activating paradoxical orientations of leaders but also suppressing non paradoxical orientations of leaders.

Contrary to our hypothesis, followers' psychological capital was found to have no effect in activating leaders' extraversion into paradoxical leader behaviours. One possible inference that can be drawn from such finding is that, since extraversion is considered to be one of the strongest predictors of leadership emergence and effectiveness in literature (Parmer et al., 2013), thus role of followers' characteristics may become irrelevant for them to activate their trait relevant behaviours. In line with our hypothesis though, followers' psychological capital was found to influence the relationship between leaders' agreeableness and paradoxical leader behaviors. More specifically, negative relationship between leaders' agreeableness and paradoxical leader behaviors was much weaker when leaders are dealing with followers having high psychological capital than when their psychological capital is low. Such finding further implies that agreeable leaders will show much stronger tendency to align their behaviours with their followers' tendencies that they are

dealing with, irrespective of how different they are from their own tendencies.

Contrary to our hypothesis though, followers' psychological capital was not found to play any role in suppressing the negative association of leaders' consciousness with paradoxical leader behavior. Such finding may further assert that methodical and inflexible approach towards managing people of highly conscientious leader, may not allow them to modify their behaviours in line with followers orientations thus outweighing the role of followers characteristics over constraining non paradoxical orientations of conscientious leader. Similarly, contrary to our hypothesis followers' psychological capital was not found to suppress the negative effect of leaders' neuroticism over paradoxical leader behaviors. One possible explanation for such finding can be that due to psychological inability of neurotics to cope with stressful or demanding workplace situations and maintain long lasting interpersonal relationships, neurotic leaders may not find it easier to adapt to much confident, resilient and challenge seeking followers with high psychological capital. Neurotic leaders may rather find it overwhelming when dealing with such followers and may not be able to respond in line with their followers orientations.

In line with our hypothesis though, followers' psychological capital was found to have activating effect over leaders' openness to experience and paradoxical leader behaviors relationship. More specifically, leaders' openness to experience was found to have much stronger prediction for paradoxical leader behaviors when leaders are dealing with followers having high psychological capital than low. Such finding is not only in line with our hypothesis but also make much sense. Like leaders with openness to experience, followers with high psychological capital tend to embrace paradoxical, conflicting or ambiguous situations through showing perseverance.

Thus followers with high psychological capital have strongest compatibility with leaders who are open to experience. Considering that activation of traits into trait relevant behaviors is subject to leader-follower compatibility, thus it can be inferred from current finding, that followers psychological capital is the most suitable factor to strengthen the relationship between leaders open to experience and paradoxical leader behaviors.

Overall, one of the reasons for inconsistent findings and lack of support in relation to trait activating role of followers psychological capital over leaders traits and paradoxical leader behaviors relationship in current study can be that for leaders activation of trait relevant behaviors in line with followers capacity and preferences, consistent observability of followers trait related behaviors is also very critical (Bono et al., 2012). Pakistan is a high power distance country where leader follower interactions are not that frequent, followers are usually reserve and not open in their interactions with their leaders (Farh et al., 2007; Kirkman et al., 2009).

Such context thus may not allow direct and consistent observability of followers behaviors by leaders for which they may not be able to align their behaviors with their followers behavioral tendencies. Future researchers need to consider this aspect further while assessing role of followers' characteristics in relation to trait activation of leaders' behaviors.

5.3.3 Research Question 3

Research question 3 splits into two sub queries i.e. Research question 3.1 and Research question 3.2 respectively.

Research question 3.1

Third research question 3.1 was *"Does followers' psychological capital moderate the relationship between paradoxical leader behaviors and followers' in role performance?"*

Current research findings suggest that paradoxical leader behavior has a positive impact over followers' performance outcomes through role modeling and creating an environment conducive to experiences of mastery. This finding is in line with the previous research (She and Li, 2017; Yang et al., 2019) however it adds to the generalizeability of leaders' paradoxical behaviors effectiveness outside its original Chinese context (Zhang et al., 2015). Moreover, given that followers are not passive recipients of leaders' behaviors and followers' acceptance of leaders' behaviors is critical for leaders effectiveness, thus present study augments paradoxical leader

behaviors literature by suggesting that followers' psychological capacity (psychological capital) to embrace paradoxes can be an important contingency of paradoxical leader behaviors and followers' performance outcomes relationship. More specifically, results show that followers' psychological capital strengthen the positive relationship between paradoxical leader behaviors and in-role performance outcomes, This is consistent with past literature which suggests that individuals psychological capital may have a positive influence over their performance outcomes (Durrah et al., 2016; Alessandri et al., 2018). Also leaders' effectiveness is considerably enhanced if leaders are dealing with followers having high psychological capital (Baig et al., 2019).

Research Question 3.2

Third research question 3.2 was *"Does followers' psychological capital moderate the relationship between paradoxical leader behaviors and followers' innovative performance?"*

Results show that followers' psychological capital fail to strengthen the positive relationship between paradoxical leader behaviors and innovative performance outcomes. Although our findings are inconsistent with previous findings, which suggest that individual's psychological capital has a positive impact on innovative performance outcomes (e. g. Avey et al., 2011; Abbas and Raja, 2015), our findings do support the notion that leaders' behaviors and followers' characteristics may jointly have a differential impact over different job behaviors (Raub and Robert, 2010). Also some of the findings in past literature (e.g. Wang et al., 2014; du Plessis and Boshoff, 2018), suggest that as leaders and followers coordinate their actions, the role of one party may become dominant over another. In other words if leaders role is dominant in inspiring and motivating different followers outcomes, role of followers' own characteristics may become submissive. Thus taking a clue from such findings, though not hypothesised, it can inferred that role of paradoxical leader behaviors in inspiring followers innovation is so influential that it outweighs followers own specific characteristics. Future researchers though, need to support such inference through empirical findings.

5.3.4 Research Question 4

Research question 4 splits into two sub queries i.e. Research question 4.1 and Research question 4.2 respectively.

Research Question 4.1

Research question 4.1 was *"Do paradoxical leader behaviors mediate the relationship between leader's personality and follower's in role performance?"*

Besides examining antecedents, outcomes and conditional effects in relation to paradoxical leaders' behaviours, current study also contributes towards literature by examining the role of paradoxical leaders' behaviors in mediating the relationship between leaders personality traits and followers' in role and innovative performance outcomes. This is consistent with the recent research suggestions over developing process models linking leaders' traits with followers' work outcomes (Peterson et al., 2009; Zaccaro et al., 2018). Current study contributes uniquely towards literature by describing paradoxical leader behavior as a process explaining the link between leaders' traits and followers in role and innovative performance outcomes more proximally. To the best of our knowledge, this is the first study to consider paradoxical leader behaviors as an explaining link between leaders' traits and followers' in role and innovative performance outcomes.

In relation to 4.1 research question, full support for the indirect effects of the Big 5 personality traits on leader in-role performance via paradoxical behaviours was found. This is in line with previous literature which suggests that impact of personality over performance outcomes is distal that can be explained more proximally through motivational or inspiring behaviors (Ng et al., 2008; Cavazotte et al., 2012; Zaccaro, 2007). Results of current study indicate that paradoxical leader behaviours can be a very valid mechanism to explain the link between leaders' personality and followers' performance outcomes. Past literature suggests positive relationship between leaders' extraversion and followers in-role performance outcomes (Kahya and Şahin, 2018), current study findings augment existing literature by suggesting that such relationship is mediated through paradoxical leader behaviours. Current study findings also implies that negative relationship between

agreeableness and in role performance outcomes as indicated by past literature (Aronson et al., 2006; Yesil and Sozbilir, 2013) to be mediated by lack of paradoxical leader behaviours.

Similarly negative relationship between leaders consciousness, leaders neuroticism and in role performance outcomes as indicated by past literature (Camps et al., 2016; Pieterse et al., 2010; Judge et al., 2002), to be mediated by lack of paradoxical leader behaviours. Current study findings further implies that positive relationship between leaders openness to experience and followers in role performance outcomes (Judge et al., 2002; Aronson et al., 2006; Ghani et al., 2016; Kiarie et al., 2017), is mediated through paradoxical leader behaviours.

Research Question 4.2

Research question 4.2 was *"Do paradoxical leader behaviors mediate the relationship between leader's personality and follower's innovative performance?*

Past literature suggests positive relationship between leaders' extraversion and innovative performance outcomes (Hughes et al., 2018). Current study findings further enriches past literature by suggesting that such relationship is mediated through paradoxical leader behaviours.

Also negative relationship between agreeableness and innovative performance outcomes, as also indicated by past literature (Aronson et al., 2008; Judge et al., 2009; Aronson et al., 2006; Yesil and Sozbilir, 2013), is found to be mediated by lack of paradoxical leader behaviours.

Similarly negative relationship between leaders consciousness, leaders neuroticism and innovative performance outcomes as indicated by past literature (Judge et al., 2009; Camps et al., 2016; Pieterse et al., 2010; Judge et al., 2002), is also found to be mediated by lack of paradoxical leader behaviours. Similarly current study findings advances existing understanding of positive relationship between leaders openness to experience and followers innovative performance outcomes (Guo et al., 2016; Judge et al., 2002; Aronson et al., 2006; Ghani et al., 2016; Kiarie et al., 2017), by suggesting that such relationship is mediated through paradoxical leader behaviours.

5.3.5 Research Question 5

Research question 5 splits into two sub queries i.e. Research question 5.1 and Research question 5.2 respectively.

Research Question 5.1

Research question 5.1 was *"Does followers' psychological capital moderate the relationship between leader's personality and followers' in role performance via paradoxical leader behaviors?"*

Effect of personality on performance outcomes may it be direct or indirect is contingent on followers characteristics and context thus role of followers' psychological capital over such relationships was also examined (Deinert et al., 2015). With respect to moderated mediation of followers' psychological capital over the relationship between leaders personality and followers performance outcomes via paradoxical leader behaviours, we had some mixed findings. Results indicate followers' psychological capital plays an important role in moderating the relationship between leaders' agreeableness, conscientiousness & openness to experience and followers' in-role performance outcomes mediated through paradoxical leader behaviours.

Research Question 5.2

Research question 5.2 was *"Does followers' psychological capital moderate the relationship between leader's personality and follower's innovative performance via paradoxical leader behaviors?"*

Psychological capital was found to moderate the mediated relationship between leaders' agreeableness & openness to experience and followers' innovative performance through paradoxical leader behaviours. Psychological capital is known to positively influence leader-followers outcomes relationships (Zhu and Mu, 2016) current research findings though may imply that different personality traits of different leaders may have a differential impact over followers' outcomes depending upon followers' characteristics they are dealing with and also that some of the leaders' personality itself may play a predominant role in managing and inspiring

followers outcomes through paradoxical leader behaviors irrespective of followers characteristics.

Over all, Model 1 considers personality antecedents and followers' performance and innovative outcomes in relations to paradoxical leader behaviors. Moderating role of followers' psychological capital over such relationships is also considered. Other than that, mediating role of paradoxical leader behaviors in linking leaders' personality traits and followers' outcomes is also examined in Model 1.

Bearing in mind that leadership is a multilevel phenomenon and leaders behaviors not only influences individual level outcomes but have an equally important role in influencing group level outcomes, thus extending on Model1 findings, Model 2 is further developed which considered Group level outcomes of paradoxical leader behaviors. Mediating role of individual level outcomes and moderating role of followers psychological capital over such relationships is also examined.

5.3.6 Discussion Model 2

Model 2 considers impact of paradoxical leader behaviours at group level in the form of group performance and group innovation. Results show that paradoxical leader behaviours are as effective at group level as it is at individual level. Such an effect is found to be mediated through individual level outcomes.

In other words efforts of leaders with paradoxical behavior to shape followers in-role and innovative performance outcomes through role modelling and creating an environment conducive for performance, is ultimately reflected in favourable group level outcomes.

Followers' psychological capacity in the form of psychological capital is found to moderate the mediated relationship between paradoxical leader behavior and group level performance outcomes via individual level in role performance outcomes. However, followers' psychological capital fail to moderate the mediated relationship between paradoxical leader behavior and group level innovation outcomes via individual level innovative performance outcomes.

5.3.7 Research Question 6

Research question 6 splits into two sub queries i.e. Research question 6.1 and Research question 6.2 respectively.

Research Question 6.1

At group level, specific question 6.1 was *"Whether Paradoxical leader behaviors are associated with group performance?*

Current dissertation extends the multilevel line of research to the domain of paradoxical leaders behaviors by studying impact of paradoxical leaders' behaviors not just at individual level but also at group level. Current study findings suggested that paradoxical leader behaviors are positively associated with group performance. Past literature has associated both transactional and transformational leadership with group level performance outcomes (wofford1998field; bass2003predicting). However, since today's dynamic work environment calls for paradoxical orientation amongst leaders for sustainable performance and growth, current study findings further asserts that such behaviours are not only effective at individual level, but are equally effective at group level.

Research Question 6.2

Research question 6.2 was *"Whether Paradoxical leader behaviors are associated with group innovation?*

Current study findings suggest that paradoxical leader behaviors are positively associated with group innovation. Past literature has associated both transactional and transformational leadership with group level innovative outcomes (Feng et al., 2016; Wofford et al., 1998; Bass et al., 2003). Current study findings though imply that paradoxical leader behaviors can equally be effective at ensuring group level innovation.

5.3.8 Research Question 7

Research question 7 splits into two sub queries i.e. Research question 7.1 and Research question 7.2 respectively.

Research Question 7.1

Research question 7.1 with respect to group level effects was "Do followers in role performance mediate the relationship between paradoxical leader behaviors and group performance?"

Current study findings further identify individual level in role performance outcomes to be a valid mechanism explaining the link between paradoxical leader behavior and group level performance outcomes. Results indicate that paradoxical leader behaviours efforts to ensure performance through role modelling and creating both discretionary and bounded work environment at individual level were also reflected at group performance outcomes. Thus like several other leadership behaviors such as transformational and transactional behaviors that are believed to be effective at individual and group level outcomes (e.g. Wang and Howell, 2012; Bass et al., 2003), findings of current study suggest that paradoxical leader behaviors may equally be effective at both levels to ensure performance.

Research Question 7.2

Research question 7.2 with respect to group level effects was "Do followers innovative performance mediate the relationship between paradoxical leader behaviors and group innovation?"

Like group performance, current study findings further identify individual level innovative performance outcomes to be a valid mechanism explaining the link between paradoxical leader behavior and group level innovative outcomes. Advancing existing literature that associates several other leadership behaviors such as transformational and transactional, with both individual as well as group level innovation (Li et al., 2016; Prasad and Junni, 2016) current study findings suggest that paradoxical leader behaviors may also be effective at both levels in terms of group innovation.

5.3.9 Research Question 8

Research question 8 splits into two sub queries i.e. Research question 8.1 and Research question 8.2 respectively.

Research Question 8.1

Research question 8.1 was *"Whether followers' psychological capital moderate the relationship between paradoxical leader behaviors and group performance via followers' in role performance?"*

Current study findings suggest that favourable impact of followers' psychological capital can be reflected at group level performance outcomes. There is considerable support in past literature for positive impact of followers psychological capital over leader-follower performance outcomes Zhu and Mu (2016) current study though adds to existing literature findings by suggesting that positive impact of psychological capital over the relationship between paradoxical leader behaviors and followers individual performance outcomes may equally emerge at group level in the form of enhanced group level performance outcomes.

Research Question 8.2

Research question 8.2 was *"Whether followers' psychological capital moderate the relationship between paradoxical leader behaviors and group innovation via followers' innovative performance?"*

Contrary to our hypothesis, followers' psychological capital was not found to moderate the relationship between paradoxical leader behaviors and group innovation via followers' innovative performance. Considering that cross-cultural differences amongst different countries can play a significant role in determining work-related outcomes (Bochner and Hesketh, 1994) thus it is always considered beneficial to contextualize research findings. Current study was carried out in a Pakistani cultural context and Hofstede (1983) identifies Pakistani culture as relatively high in both power distance and uncertainty avoidance culture.

Generally, in such cultures leaders play a predominant role in determining employees outcomes and employees usually avoid taking any risk and seldom come up with any ideas to innovate or think out of box themselves (Shane, 1995). This can be one of the reasons why we do not see any role of followers' psychological capital over the relationship between paradoxical leader behaviors and individual and group level innovation outcomes.

5.4 Practical Implications

Several scholars have acknowledged that trending globalization, massive technological changes and intense competitive environment has led to rising complexity, uncertainty and diversity of organizations which stresses the need of constructively dealing with the paradoxical demands inherent within organizational system by leaders. (Schad et al., 2016; Lavine, 2014; Quinn et al., 2015; Lewis, 2000). It is believed that effective leaders possess both cognitive and behavioral capacity to not only identify contradictory elements in their working environment and but also capitalise on such elements through promoting creative and integrative solutions (Hargrave and Van de Ven, 2017; Smith and Lewis, 2011; Lawrence et al., 2009). This more specifically refers to paradoxical conceptualizations of leadership which is critical than ever before in today's complex business environment (Smith and Lewis, 2012). The role of leadership while dealing with paradoxes is to support the constant tension between two opposing forces while enabling the system not only survive but also improve continuously (Smith and Lewis, 2011). Considering the criticality of paradoxical behavior for the sake of ensuring long term organizational effectiveness, organizations are always on look for leaders with paradoxical behavioral abilities. Organizations thus may benefit from selecting leaders on the basis of those personality traits that make paradoxical behaviors possible. The results of the present study suggest that consideration of two of the Big Five traits, i.e. extraversion & openness to experience, may assist organizations in choosing paradoxical leaders. Also by highlighting those traits of leaders that promise performance, findings of current study may also assist in crafting those strategies to reach the goal of developing well performing leaders.

Furthermore current study has significant implications for HRM, as it suggests that in an organization where employees in general do not possess enough psychological capacity to cope up with and make sense of paradoxical behaviours, then merely hiring leaders based on certain traits in anticipation of paradoxical behaviors may not be as effective. Current study also suggests that followers' role in enabling certain behaviours is pivotal as it inspire leaders to behave in a way

that is consistent with their own behavioral tendencies. Specifically in a highly competitive and an intellectual work environment that may require more than normal paradoxical thinking amongst workforce, both leader and followers can play an equally important role in inspiring such behavioral thinking patterns for each other. Similarly it is further suggested that organization may benefit from few leaders traits more than others by the way of paradoxical leader behaviors if they are compatible with their followers tendencies. Though not tested empirically, an inference that may be drawn from current study findings can be that considering behavioural complexity of paradoxical leader behaviours, organizations need to pay attention to the extent of person–environment fit during selection and hiring of leaders with paradoxical orientations or tendencies. More specifically, findings of the current study may suggest that paradoxical leaders may work well in an organization where HRM practices encourage paradoxical thinking amongst its workforce, thus enabling them to accept such behaviors with greater fluidity. Similarly current study also identifies paradoxical behaviours to be an intervening mechanism between leaders' personality and followers' outcomes. Such findings may have implications for leadership training programs and intervention schemes in relation to those factors that have more proximal effect over follower outcomes. As per findings of current study, organizations need to focus on devising such training programs that could enable development of paradoxical orientations amongst leaders so as to enhance followers' productivity

Group level findings of current study may also be very critical for organizations since organizations are always on a look for those heads that could ensure effectiveness for a group as a whole by directing follower's efforts towards collective interest and ensuring results at a group level rather than merely at an individual level. Current study findings endorse effectiveness of paradoxical orientations amongst leaders not only at individual level but also at group level. It suggests that any strategy adopted by leaders to treat employees paradoxically through role modelling and creating conjoined discretionary and bounded environment an environment may ultimately be reflected in group level outcomes thus adding to overall organizational effectiveness.

In the same way, considering the critical role of cross-cultural differences in determining organizational values (Bochner and Hesketh, 1994; Hofstede, 1985), and also the role of situational compatibility for paradoxical behaviours, cross cultural HRM policies may also benefit from current study findings while considering cultural compatibility of such behaviours for its effectiveness. Moreover current study findings may also have implications for drafting HRM policies that drives an organizational culture which is aligned with paradoxical behaviors, thus optimizing its effectiveness.

Finally, considering that for many years now, banks have been going through enormous changes in organization and structure. New technologies, new ways of structuring the operation and thus new types of jobs have significantly reshaped working lives through significantly changing working conditions for banking sector employees (Giorgi et al., 2017). Most studies showed that banking sector employees in Pakistani, reported mental health problems such as anxiety and depression, due to high job demands and immense pressure of meeting strict deadlines (Ahmed and Ramzan, 2013; Pahi et al., 2016; Ehsan and Ali, 2019). In this situation it can be extremely difficult for banking sector employees to keep motivated and contribute towards organizational performance. Current study has implications for banking sector organizations as it suggests that leaders paradoxical behaviors has favourable impact over their employees individual as well as group performance. Such leaders may inspire followers efforts and make them feel motivated by maintaining a balance of meeting their relational as well as organizations structural demands, thus leading to having favourable individual and group level performance outcomes.

5.5 Limitations and Future Research

Although this study has a strong methodological contribution and data was collected from multisource (subordinates and supervisors) over time, thus avoiding any inflated correlations normally found in matched data sources (Podsakoff et al., 2003). However several factors, including sample characteristics, measurement

range, response processes, and/or cultural response bias may have a significant impact over current research findings (Samuel and Tay, 2018; Carter et al., 2014). To foresee the clear outcome or better results, better sampling techniques can explicitly leads towards that mark. Given the present study's methodological limitations in this context, we suggest that future researchers account for these issues before assessing relationships studied in current dissertation. A longitudinal design is also suggested to be done in future research, which will extend present study and reinforce the causal direction of the model.

Similarly despite some interesting findings, there are few limitations that need to be further considered. The effect sizes of the Big 5 personality traits and the leadership behaviors were small which may suggest that other personality traits, or possible antecedents being stronger predictors of paradoxical leader behaviors than the Big 5 traits. Thus we recommend that future researchers must consider narrower personality traits beyond the Big Five such as optimism or tough-mindedness, work drive, assertiveness, achievement motivation etc to learn more about the relationship between personality and paradoxical leader behavior. Having said that, since the Big 5 traits have consistent support for predicting leadership behaviours, something which is supported by current study findings too, it is hoped that current research provides important insights into the question of how the Big 5 personality traits impacts paradoxical leader behaviors.

Similarly other than leaders' personality traits, followers' characteristics such as followers' psychological capital is also considered as trait activating factor for personality and paradoxical leader behaviors. However our predictions were not fully supported in relation to such an impact. Considering behavioural complexity of paradoxical leader behaviors, such behaviours are highly likely to be disapproved by employees having low or no compatibility with such leaders. It is thus recommended to future researchers to further identify those factors such as followers' ego resiliency, ambiguity tolerance, psychological resiliency etc which not only make followers receptive of such behaviours but also enable them to make better sense, cope up with and then embrace such behaviours with better fluidity than others. Similarly considering pivotal role of individuals cultural orientations over approval

or disapproval of certain leadership behaviours that ultimately impacts its effectiveness (Kirkman et al., 2009), it is further recommend for future researchers to consider such orientations at both individual as well organizational level to further refine current research findings. We also recommend that following upwards influence approach in literature Dvir and Shamir (2003), future researchers must also consider direct impact of followers characteristics of over leadership behaviors. It is also suggested for future researchers to consider impact of context other than followers characteristics such as organizational culture, environment, support and justice perception in relation to paradoxical leader-follower outcomes.

Also, though we have considerable support for paradoxical behaviors in literature to be effective in terms of followers' performance, however we still have limited number of studies to consider process models that can explain such an effect. We suggest future researchers to introduce processes involving variables such LMX, organizational commitment, satisfaction with supervisor etc to explain favourable impact of paradoxical leader behaviors over followers' outcomes. On the outcomes side of paradoxical leader behaviors, it is recommended to future researchers to consider extra role behaviors of followers as well other than in-role behaviors in relation to paradoxical leader behaviors. On another note, despite calls by past literature to explore the dark side of paradoxical behaviours, we do not have much research focus over this aspect of paradoxical leader behaviors. Considering that paradoxical behaviors may involve seemingly complex and contradictory behaviours we call future researchers to consider negative outcomes such as stress, burnout, anxiety, turnover intentions, deviance, lack of trust etc in relation to paradoxical leaders.

Similarly though we had some good support for the mediating role of paradoxical leader behaviors between leaders' personality and followers outcomes, however another possible research area for future researchers can be to consider different leadership behaviours such as transformational, transactional etc together with paradoxical orientations in relation to leaders' personality and followers' outcomes simultaneously. This will enable us to assess impact of different traits over followers' outcomes through different behaviours in relative terms. In other words

this will enable us to understand that which traits take which path to influence followers' outcomes in relative terms.

Finally keeping in view the multilevel nature of leadership (Yammarino and Dansereau, 2008), we further recommend future researchers to investigate more comprehensively the relationship between paradoxical leader behaviours and group level outcomes through alternate causal mechanism such as group efficacy, group potency, group building, group empowerment etc. This will further enrich our understanding of how paradoxical leader behaviours impact group level outcomes.

5.6 Conclusion

Overall, current dissertation attempts to address several significant voids in literature. It contributes towards paradoxical leadership behavior literature by significantly advancing theorists knowledge in relation to its antecedents and outcomes. In support of trait theory, findings of current study suggest that leaders' personality is significantly associated with paradoxical leader behaviours. Personality-leadership behaviors relationship has received abundant empirical support in the domain of task and relational leadership orientation (Phaneuf et al., 2016; Simic et al., 2017; Gottfredson and Aguinis, 2017) however in this study, we extend this body of knowledge on the personality-leadership relationship to the paradoxical leadership orientation. Our findings will help top managers and researchers understand what types of leader engage in paradoxical leader behaviors and thus have implications for organizations' succession and selection practices. Second current study attempts to advance contingency framework to study paradoxical leader behavior and recognise the role of followers' psychological capacity in both activating traits into paradoxical behaviours and also adding to effectiveness of such behaviours in the form of follower performance outcomes. It is suggested that since paradoxical leader behaviors involve apparent behavioral complexity thus leader having paradoxical behavioral orientations are much more compatible with followers' having enough psychological resources in the form of psychological capital to make sense of such behaviors. Such leader- follower compatibility

can facilitate or elicit paradoxical behaviors on part of leader having paradoxical orientations towards managing people. It is also argued that followers' positive psychological resources not only make them compatible with paradoxical leader behaviors but also enable them to cope with the behavioral complexity of paradoxical leaders better and thus make them more responsive to such leaders' efforts to ensure performance. Our theorization allows us to integrate leaders' and followers' characteristics into a single framework for studying PLB. Hence, we present a more useful perspective on studying PLB. Third, current study attempts to advance theorists knowledge in the domain of both personality and leadership by identifying the role of paradoxical leader behaviors in explaining the link between leaders' personality and its effectiveness. Leader personality- follower outcomes have extensively been studied in literature (Hogan et al., 1994; Ng et al., 2008; Aronson et al., 2006), however identifying paradoxical leader behavior as an explaining link between leader personality-follower outcomes adds to our knowledge in understanding the mechanism through which such relationship is established. Such an understanding has an implications for different interventions deployed by organizations to ensure leaders effectiveness in terms of followers outcomes. Fourth, current study extends the multilevel line of research to paradoxical leader behaviours. More specifically it suggests that such behaviours are as effective at group level as they are individual level. It further adds to our knowledge in relation to group level outcomes of paradoxical leader behaviors by suggesting that individual level effects of paradoxical leader behaviours may well be reflected at group level in the form of favourable group level outcomes and followers' psychological capacity may also play its role to enhance such an effect at group level. Overall, current research findings may have several implications for HR practices such as succession, selection, training and development. Future research recommendations have also been extensively made in current dissertation that may further enhance both theorists and practitioners knowledge in relation to paradoxical leader behaviors.

Bibliography

A Grandey, A., L Cordeiro, B., and C Crouter, A. (2005). A longitudinal and multi-source test of the work–family conflict and job satisfaction relationship. *Journal of occupational and Organizational Psychology*, 78(3):305–323.

Abbas, M. and Raja, U. (2015). Impact of psychological capital on innovative performance and job stress. *Canadian Journal of Administrative Sciences/Revue Canadienne des Sciences de l'Administration*, 32(2):128–138.

Abbas, M., Raja, U., Darr, W., and Bouckenooghe, D. (2014). Combined effects of perceived politics and psychological capital on job satisfaction, turnover intentions, and performance. *Journal of Management*, 40(7):1813–1830.

Aguinis, H., Gottfredson, R. K., and Culpepper, S. A. (2013). Best-practice recommendations for estimating cross-level interaction effects using multilevel modeling. *Journal of Management*, 39(6):1490–1528.

Ahmed, A. and Ramzan, M. (2013). Effects of job stress on employees job performance a study on banking sector of pakistan. *IOSR Journal of Business and Management*, 11(6):61–68.

Alessandri, G., Consiglio, C., Luthans, F., and Borgogni, L. (2018). Testing a dynamic model of the impact of psychological capital on work engagement and job performance. *Career Development International*.

Ali, I. (2019). Personality traits, individual innovativeness and satisfaction with life. *Journal of Innovation & Knowledge*, 4(1):38–46.

Allport, G. W. (1927). Concepts of trait and personality. *Psychological Bulletin*, 24(5):284–301.

Allport, G. W. (1937). Personality: A psychological interpretation. (Holt).

Andersen, J. A. (2006). Leadership, personality and effectiveness. *The journal of socio-economics*, 35(6):1078–1091.

Anderson, J. C. and Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological bulletin*, 103(3):411–438.

Andriopoulos, C. and Lewis, M. W. (2009). Exploitation-exploration tensions and organizational ambidexterity: Managing paradoxes of innovation. *Organization science*, 20(4):696–717.

Aronson, Z. H., Reilly, R. R., and Lynn, G. S. (2006). The impact of leader personality on new product development teamwork and performance: The moderating role of uncertainty. *Journal of Engineering and Technology Management*, 23(3):221–247.

Aronson, Z. H., Reilly, R. R., and Lynn, G. S. (2008). The role of leader personality in new product development success: An examination of teams developing radical and incremental innovations. *International Journal of Technology Management*, 44(1-2):5–27.

Asrar-ul Haq, M. and Kuchinke, K. P. (2016). Impact of leadership styles on employees' attitude towards their leader and performance: Empirical evidence from pakistani banks. *Future Business Journal*, 2(1):54–64.

Avey, J. B., Reichard, R. J., Luthans, F., and Mhatre, K. H. (2011). Meta-analysis of the impact of positive psychological capital on employee attitudes, behaviors, and performance. *Human resource development quarterly*, 22(2):127–152.

Avey, J. B., Wernsing, T. S., and Luthans, F. (2008). Can positive employees help positive organizational change? impact of psychological capital and emotions

on relevant attitudes and behaviors. *The journal of applied behavioral science*, 44(1):48–70.

Avolio, B. J., Bass, B. M., and Jung, D. I. (1999). Re-examining the components of transformational and transactional leadership using the multifactor leadership. *Journal of occupational and organizational psychology*, 72(4):441–462.

Avolio, B. J., Yammarino, F. J., and Bass, B. M. (1991). Identifying common methods variance with data collected from a single source: An unresolved sticky issue. *Journal of management*, 17(3):571–587.

Baig, S. A., Iqbal, S., Abrar, M., Baig, I. A., Amjad, F., Zia-ur Rehman, M., and Awan, M. U. (2019). Impact of leadership styles on employees' performance with moderating role of positive psychological capital. *Total Quality Management & Business Excellence*, pages 1–21.

Barbuto, J. E., Fritz, S. M., Matkin, G. S., and Marx, D. B. (2007). Effects of gender, education, and age upon leaders' use of influence tactics and full range leadership behaviors. *Sex Roles*, 56(1-2):71–83.

Barelds, D. P., Wisse, B., Sanders, S., and Laurijssen, L. M. (2018). No regard for those who need it: the moderating role of follower self-esteem in the relationship between leader psychopathy and leader self-serving behavior. *Frontiers in psychology*, 9:1281–1241.

Barksdale, K. and Werner, J. M. (2001). Managerial ratings of in-role behaviors, organizational citizenship behaviors, and overall performance: Testing different models of their relationship. *Journal of Business Research*, 51(2):145–155.

Barnett, V. and Lewis, T. (1984). Discordancy tests for outliers in univariate samples. *Outliers in statistical data*, 292:52–125.

Barnett, V. and Lewis, T. (1994). Outliers in statistical data (3rd edition). New York: John Wiley and Sons.

Barrick, M. R., Stewart, G. L., Neubert, M. J., and Mount, M. K. (1998). Relating member ability and personality to work-team processes and team effectiveness. *Journal of applied psychology*, 83(3):377–401.

Bartram, T. and Rimmer, M. (2012). Editors' note: Dynamism and diversity in a sian hrm. *Asia Pacific Journal of Human Resources*, 50(1):1–5.

Bashir, U. and Ismail Ramay, M. (2010). Impact of stress on employees job performance: A study on banking sector of pakistan. *Bashir, U., & Ramay, MI (2010). Impact Of Stress On Employees Job Performance A Study On Banking Sector Of Pakistan. International Journal of Marketing Studies*, 2(1):122–126.

Bass, B. and Avolio, B. (1995). *MLQ multifactor leadership questionnaire*. Mind Garden.

Bass, B. M., Avolio, B. J., Jung, D. I., and Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership. *Journal of applied psychology*, 88(2):207–233.

Bass, B. M. and Stogdill, R. M. (1990). *Bass & Stogdill's handbook of leadership: Theory, research, and managerial applications*. Simon and Schuster.

Belasen, A. and Frank, N. (2008). Competing values leadership: Quadrant roles and personality traits. *Leadership & Organization Development Journal*.

Bell, S. T. (2007). Deep-level composition variables as predictors of team performance: a meta-analysis. *Journal of applied psychology*, 92(3):595–623.

Besharov, M. L. and Smith, W. K. (2014). Multiple institutional logics in organizations: Explaining their varied nature and implications. *Academy of management review*, 39(3):364–381.

Birkinshaw, J. and Gupta, K. (2013). Clarifying the distinctive contribution of ambidexterity to the field of organization studies. *Academy of Management Perspectives*, 27(4):287–298.

Blake, R. R. and Mouton, J. S. (1964). The managerial grid (houston, texas.

Bliese, P. D. (2000). Within-group agreement, non-independence, and reliability: Implications for data aggregation and analysis.

Bliese, P. D., Halverson, R. R., and Schriesheim, C. A. (2002). Benchmarking multilevel methods in leadership: The articles, the model, and the data set. *The Leadership Quarterly*, 13(1):3–14.

Bochner, S. and Hesketh, B. (1994). Power distance, individualism/collectivism, and job-related attitudes in a culturally diverse work group. *Journal of cross-cultural psychology*, 25(2):233–257.

Bolden, R. (2004). What is leadership? Technical report, Centre for Leadership Studies, University of Exeter.

Bollen, K. A. (1989). Structural equations with latent variables john wiley new york.

Bommer, W. H., Rubin, R. S., and Baldwin, T. T. (2004). Setting the stage for effective leadership: Antecedents of transformational leadership behavior. *The leadership quarterly*, 15(2):195–210.

Bono, J. E., Hooper, A. C., and Yoon, D. J. (2012). Impact of rater personality on transformational and transactional leadership ratings. *The Leadership Quarterly*, 23(1):132–145.

Bono, J. E. and Judge, T. A. (2004). Personality and transformational and transactional leadership: a meta-analysis. *Journal of applied psychology*, 89(5):901–916.

Bouckenooghe, D., Zafar, A., and Raja, U. (2015). How ethical leadership shapes employees' job performance: The mediating roles of goal congruence and psychological capital. *Journal of Business Ethics*, 129(2):251–264.

Browne, M. W., Cudeck, R., Bollen, K. A., and Long, J. S. (1993). Testing structural equation models.

Bryk, A., Camburn, E., and Louis, K. S. (1999). Professional community in chicago elementary schools: Facilitating factors and organizational consequences. *Educational administration quarterly*, 35(5):751–781.

Burns, J. (1978). *leadership*. Harper and Row Publishers, NewYork.

Byrne, B. M. (2001). Structural equation modeling with amos, eqs, and lisrel: Comparative approaches to testing for the factorial validity of a measuring instrument. *International journal of testing*, 1(1):55–86.

Camps, J., Stouten, J., and Euwema, M. (2016). The relation between supervisors' big five personality traits and employees' experiences of abusive supervision. *Frontiers in psychology*, 7:112–133.

Carter, N. T., Dalal, D. K., Boyce, A. S., O'Connell, M. S., Kung, M.-C., and Delgado, K. M. (2014). Uncovering curvilinear relationships between conscientiousness and job performance: How theoretically appropriate measurement makes an empirical difference. *Journal of Applied Psychology*, 99(4):564–590.

Cavazotte, F., Moreno, V., and Hickmann, M. (2012). Effects of leader intelligence, personality and emotional intelligence on transformational leadership and managerial performance. *The Leadership Quarterly*, 23(3):443–455.

Cervone, D. and Pervin, L. A. (2015). *Personality: Theory and research*. John Wiley & Sons.

Chen, G. (2005). Newcomer adaptation in teams: Multilevel antecedents and outcomes. *Academy of Management Journal*, 48(1):101–116.

Chen, G., Kirkman, B. L., Kanfer, R., Allen, D., and Rosen, B. (2007). A multilevel study of leadership, empowerment, and performance in teams. *Journal of applied psychology*, 92(2):331–359.

Chernyshenko, O. S., Stark, S., and Drasgow, F. (2011). Individual differences: Their measurement and validity. In *APA handbook of industrial and organizational psychology, Vol 2: Selecting and developing members for the organization.*, pages 117–151. American Psychological Association.

Chughtai, A. A. (2008). Impact of job involvement on in-role job performance and organizational citizenship behaviour. *Journal of Behavioral & Applied Management*, 9(2).

Chung, C. C. and Beamish, P. W. (2010). The trap of continual ownership change in international equity joint ventures. *Organization Science*, 21(5):995–1015.

Church, A. H. and Waclawski, J. (1998). The relationship between individual personality orientation and executive leadership behaviour. *Journal of Occupational and Organizational Psychology*, 71(2):99–125.

Cohen, J. (1992). Statistical power analysis. *Current directions in psychological science*, 1(3):98–101.

Cohen, J. and Cohen, P. (1983). Applied multiple regression/correlation analysis for the behavioral sciences (2td eu.). *Hillsdale, N]: Lawrence Erlbaum Associates*.

Colbert, A. E., Judge, T. A., Choi, D., and Wang, G. (2012). Assessing the trait theory of leadership using self and observer ratings of personality: The mediating role of contributions to group success. *The Leadership Quarterly*, 23(4):670–685.

Constantinescu, P. and Constantinescu, I. (2016). The adaptation of the big-five ipip-50 questionnaire in romania revisited. *Bulletin of the Transilvania University of Braşov Series VII Vol*, 9(58).

Cooper, D. R. and Emory, C. W. (1995). Business research methods. richard d. irwin. *Inc., Chicago*.

Costa, P. T. and McCrae, R. R. (1992). Normal personality assessment in clinical practice: The neo personality inventory. *Psychological assessment*, 4(1):5–17.

Costa Jr, P. T., McCrae, R. R., and Dye, D. A. (1991). Facet scales for agreeableness and conscientiousness: A revision of the neo personality inventory. *Personality and individual Differences*, 12(9):887–898.

Daft, R. L. (2014). *The leadership experience*. Cengage Learning.

Day, D. V. (2014). *The Oxford handbook of leadership and organizations*. Oxford Library of Psychology.

De Dreu, C. K. and West, M. A. (2001). Minority dissent and team innovation: The importance of participation in decision making. *Journal of applied Psychology*, 86(6):1191–1207.

De Hoogh, A. H., Den Hartog, D. N., and Koopman, P. L. (2005a). Linking the big five-factors of personality to charismatic and transactional leadership; perceived dynamic work environment as a moderator. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 26(7):839–865.

De Hoogh, A. H., Den Hartog, D. N., Koopman, P. L., Thierry, H., Van den Berg, P. T., Van der Weide, J. G., and Wilderom, C. P. (2005b). Leader motives, charismatic leadership, and subordinates' work attitude in the profit and voluntary sector. *The Leadership Quarterly*, 16(1):17–38.

de Jong, J. P. and Curseu, P. L. (2016). I will follow (when i need to). *Personnel Review*.

De Leeuw, E. D. (2005). To mix or not to mix data collection modes in surveys. *Journal of official statistics*, 21(5):233–255.

De Vries, R. E. (2012). Personality predictors of leadership styles and the self–other agreement problem. *The Leadership Quarterly*, 23(5):809–821.

Deinert, A., Homan, A. C., Boer, D., Voelpel, S. C., and Gutermann, D. (2015). Transformational leadership sub-dimensions and their link to leaders' personality and performance. *The Leadership Quarterly*, 26(6):1095–1120.

Denison, D. R., Hooijberg, R., and Quinn, R. E. (1995). Paradox and performance: Toward a theory of behavioral complexity in managerial leadership. *Organization science*, 6(5):524–540.

Derue, D. S., Nahrgang, J. D., Wellman, N., and Humphrey, S. E. (2011). Trait and behavioral theories of leadership: An integration and meta-analytic test of their relative validity. *Personnel psychology*, 64(1):7–52.

Diamantopoulos, A., Siguaw, J. A., and Cadogan, J. W. (2000). Export peformance: The impact of cross-country export market orientation. In *American Marketing Association. Conference Proceedings*, volume 11, pages 177–194. American Marketing Association.

Dinh, J. E., Lord, R. G., Gardner, W. L., Meuser, J. D., Liden, R. C., and Hu, J. (2014). Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives. *The Leadership Quarterly*, 25(1):36–62.

Dipboye, R. L. and Flanagan, M. F. (1979). Research settings in industrial and organizational psychology: Are findings in the field more generalizable than in the laboratory? *American Psychologist*, 34(2):141–167.

du Plessis, M. and Boshoff, A. B. (2018). Authentic leadership, followership, and psychological capital as antecedents of work engagement. *Journal of Psychology in Africa*, 28(1):26–32.

Durrah, O., Alhamoud, A., and Khan, K. (2016). Positive psychological capital and job performance: the mediating role of job satisfaction. *International Scientific Researches Journal*, 72(7):214–225.

Dusek, G. A., Yurova, Y. V., and Ruppel, C. P. (2015). Using social media and targeted snowball sampling to survey a hard-to-reach population: A case study. *International Journal of Doctoral Studies*, 10(1):279–299.

Dvir, T. and Shamir, B. (2003). Follower developmental characteristics as predicting transformational leadership: A longitudinal field study. *The Leadership Quarterly*, 14(3):327–344.

Ehsan, M. and Ali, K. (2019). The impact of work stress on employee productivity: Based in the banking sector of faisalabad, pakistan. *International Journal of Innovation and Economics Developments*, 4(6):32–50.

Eisenbeiss, S. A., Van Knippenberg, D., and Boerner, S. (2008). Transformational leadership and team innovation: Integrating team climate principles. *Journal of applied psychology*, 93(6):14–38.

Ellemers, N., De Gilder, D., and Haslam, S. A. (2004). Motivating individuals and groups at work: A social identity perspective on leadership and group performance. *Academy of Management review*, 29(3):459–478.

Epitropaki, O., Kark, R., Mainemelis, C., and Lord, R. G. (2017). Leadership and followership identity processes: A multilevel review. *The Leadership Quarterly*, 28(1):104–129.

Epitropaki, O. and Martin, R. (2005). The moderating role of individual differences in the relation between transformational/transactional leadership perceptions and organizational identification. *The Leadership Quarterly*, 16(4):569–589.

Eva, N., Robin, M., Sendjaya, S., van Dierendonck, D., and Liden, R. C. (2019). Servant leadership: A systematic review and call for future research. *The Leadership Quarterly*, 30(1):111–132.

Fang, T. (2005). From" onion" to" ocean": Paradox and change in national cultures. *International Studies of Management & Organization*, 35(4):71–90.

Farh, J.-L., Hackett, R. D., and Liang, J. (2007). Individual-level cultural values as moderators of perceived organizational support–employee outcome relationships in china: Comparing the effects of power distance and traditionality. *Academy of Management Journal*, 50(3):715–729.

Fatima, N. (2018). *An Integrated Framework for Antecedent and Consequences of Abusive Supervision; Test of Multilevel Model*. PhD thesis, Capital University of Science and Technology, Islamabad.

Feng, C., Huang, X., and Zhang, L. (2016). A multilevel study of transformational leadership, dual organizational change and innovative behavior in groups. *Journal of Organizational Change Management*.

Fiedler, F. E. (1967). *A theory of leadership effectiveness*. McGraw-Hill.

Fornell, C. and Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics.

Frenzel, A. C., Goetz, T., Lüdtke, O., Pekrun, R., and Sutton, R. E. (2009). Emotional transmission in the classroom: exploring the relationship between teacher and student enjoyment. *Journal of educational psychology*, 101(3):705–747.

Garud, R., Jain, S., and Tuertscher, P. (2008). Incomplete by design and designing for incompleteness. *Organization studies*, 29(3):351–371.

Garver, M. S. and Mentzer, J. T. (1999). Logistics research methods: employing structural equation modeling to test for construct validity. *Journal of business logistics*, 20(1):33–55.

Gebert, D., Boerner, S., and Kearney, E. (2010). Fostering team innovation: Why is it important to combine opposing action strategies? *Organization Science*, 21(3):593–608.

Ghani, N. M. A., Yunus, N., and Bahry, N. S. (2016). Leader's personality traits and employees job performance in public sector, putrajaya. *Procedia Economics and Finance*, 37(16):46–51.

Ghazal, S., Arshad, A., and Kamran, F. (2016). Personality and transformational leadership: A review. *IBA Business Review*, 11(2).

Giorgi, G., Arcangeli, G., Perminiene, M., Lorini, C., Ariza-Montes, A., Fiz-Perez, J., Di Fabio, A., and Mucci, N. (2017). Work-related stress in the banking sector: a review of incidence, correlated factors, and major consequences. *Frontiers in psychology*, 8:21–66.

Glynn, M. A., Kazanjian, R., and Drazin, R. (2010). Fostering innovation in complex product development settings: The role of team member identity and interteam interdependence. *Journal of Product Innovation Management*, 27(7):1082–1095.

Gogtay, N. and Thatte, U. (2017). Principles of correlation analysis. *Journal of the Association of Physicians of India*, 65(3):78–81.

Goldberg, L. R. (1990). An alternative" description of personality": the big-five factor structure. *Journal of personality and social psychology*, 59(6):1216–1235.

Gollob, H. F. and Reichardt, C. S. (1987). Taking account of time lags in causal models. *Child development*, pages 80–92.

Gottfredson, R. K. and Aguinis, H. (2017). Leadership behaviors and follower performance: Deductive and inductive examination of theoretical rationales and underlying mechanisms. *Journal of organizational behavior*, 38(4):558–591.

Graziano, W. G. and Eisenberg, N. (1997). Agreeableness: A dimension of personality. In *Handbook of personality psychology*, pages 795–824. Elsevier.

Greenleaf, R. K. (1998). *The power of servant-leadership: Essays*. Berrett-Koehler Publishers.

Griffin, M. A., Neal, A., and Parker, S. K. (2007). A new model of work role performance: Positive behavior in uncertain and interdependent contexts. *Academy of management journal*, 50(2):327–347.

Guay, R. P., Kim, Y.-J., Oh, I.-S., and Vogel, R. M. (2019). The interaction effects of leader and follower conscientiousness on person-supervisor fit perceptions and follower outcomes: A cross-level moderated indirect effects model. *Human Performance*, 32(3-4):181–199.

Guo, J., Gonzales, R., and Dilley, A. E. (2016). Creativity and leadership in organizations: A literature review. *Creativity. Theories–Research-Applications*, 3(1):127–151.

Hair, J. F., Black, W. C., Babin, B. J., and Anderson, R. E. (2010). Multivariate data analysis (vol. 7).

Hair Jr, J. (2006). Black, wc, babin, bj anderson, re & tatham, rl (2006). *Multivariate data analysis*, 6.

Hair Jr, J., Black, W., Babin, B., Anderson, R., and Tatham, R. (2010). Sem: An introduction. *Multivariate data analysis: A global perspective*, 5(6):629–686.

Harada, T. (2020). The effects of risk-taking, exploitation, and exploration on creativity. *PloS one*, 15(7):e0235698.

Hargrave, T. J. and Van de Ven, A. H. (2017). Integrating dialectical and paradox perspectives on managing contradictions in organizations. *Organization Studies*, 38(3-4):319–339.

Hassan, H., Asad, S., and Hoshino, Y. (2016). Determinants of leadership style in big five personality dimensions. *universal journal of management*, 4(4):161–179.

Hassan, M. M. (2019). *Personality and Psychological Contracts: Mediating Roles of Epistemic Curiosity and Rule-Following Behavior with Moderating Role of Uncertainity Avoidance*. PhD thesis, Capital University of Science and Technology, Islamabad.

Hassan, M. M., Bashir, S., and Abbas, S. M. (2017). The impact of project managers' personality on project success in ngos: The mediating role of transformational leadership. *Project Management Journal*, 48(2):74–87.

Hassan, M. M., Bashir, S., Raja, U., Mussel, P., and Khattak, S. A. (2020). Personality and balanced psychological contracts: The mediating roles of epistemic curiosity and rule-following behavior. *Business Ethics: A European Review*.

Hayes, A. F. (2017). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach*. Guilford publications.

Heck, R. H. and Thomas, S. L. (2015). *An introduction to multilevel modeling techniques: MLM and SEM approaches using Mplus*. Routledge.

Herrmann, D. and Felfe, J. (2014). Effects of leadership style, creativity technique and personal initiative on employee creativity. *British Journal of Management*, 25(2):209–227.

Hofstede, G. (1983). The cultural relativity of organizational practices and theories. *Journal of international business studies*, 14(2):75–89.

Hofstede, G. (1985). The interaction between national and organizational value systems [1]. *Journal of management studies*, 22(4):347–357.

Hogan, R., Curphy, G. J., and Hogan, J. (1994). What we know about leadership: Effectiveness and personality. *American psychologist*, 49(6):493–512.

House, R. J. (1976). A 1976 theory of charismatic leadership. working paper series 76-06.

Howell, J. M., Neufeld, D. J., and Avolio, B. J. (2005). Examining the relationship of leadership and physical distance with business unit performance. *The Leadership Quarterly*, 16(2):273–285.

Hu, L.-t. and Bentler, P. M. (1998). Fit indices in covariance structure modeling: Sensitivity to underparameterized model misspecification. *Psychological methods*, 3(4):424.

Hughes, D. J., Lee, A., Tian, A. W., Newman, A., and Legood, A. (2018). Leadership, creativity, and innovation: A critical review and practical recommendations. *The Leadership Quarterly*, 29(5):549–569.

Irfan, S. M., Mohsin, M., and Yousaf, I. (2009). Achieving service quality through its valuable human resources: An empirical study of banking sector of pakistan. *World Applied Sciences Journal*, 7(10):1222–1230.

Jach, H. K. and Smillie, L. D. (2019). To fear or fly to the unknown: Tolerance for ambiguity and big five personality traits. *Journal of Research in Personality*, 79:67–78.

Janssen, O. (2000). Job demands, perceptions of effort-reward fairness and innovative work behaviour. *Journal of Occupational and organizational psychology*, 73(3):287–302.

Janssen, O. (2001). Fairness perceptions as a moderator in the curvilinear relationships between job demands, and job performance and job satisfaction. *Academy of management journal*, 44(5):1039–1050.

Janssen, O. and Van Yperen, N. W. (2004). Employees' goal orientations, the quality of leader-member exchange, and the outcomes of job performance and job satisfaction. *Academy of management journal*, 47(3):368–384.

John, O. P., Srivastava, S., et al. (1999). The big five trait taxonomy: History, measurement, and theoretical perspectives. *Handbook of personality: Theory and research*, 2(1999):102–138.

Johnson, T. P. (2014). Snowball sampling: introduction. *Wiley StatsRef: Statistics Reference Online*.

Judge, T. A. and Bono, J. E. (2000). Five-factor model of personality and transformational leadership. *Journal of applied psychology*, 85(5):751–773.

Judge, T. A., Bono, J. E., Ilies, R., and Gerhardt, M. W. (2002). Personality and leadership: a qualitative and quantitative review. *Journal of applied psychology*, 87(4):765–786.

Judge, T. A., Colbert, A. E., and Ilies, R. (2004). Intelligence and leadership: a quantitative review and test of theoretical propositions. *Journal of Applied Psychology*, 89(3):542–576.

Judge, T. A., Higgins, C. A., Thoresen, C. J., and Barrick, M. R. (1999). The big five personality traits, general mental ability, and career success across the life span. *Personnel psychology*, 52(3):621–652.

Judge, T. A., Piccolo, R. F., and Kosalka, T. (2009). The bright and dark sides of leader traits: A review and theoretical extension of the leader trait paradigm. *The leadership quarterly*, 20(6):855–875.

Judge, T. A., Rodell, J. B., Klinger, R. L., Simon, L. S., and Crawford, E. R. (2013). Hierarchical representations of the five-factor model of personality in predicting job performance: integrating three organizing frameworks with two theoretical perspectives. *Journal of Applied Psychology*, 98(6):875–899.

Jung, D. I. and Sosik, J. J. (2002). Transformational leadership in work groups: The role of empowerment, cohesiveness, and collective-efficacy on perceived group performance. *Small group research*, 33(3):313–336.

Jung, H. S. and Yoon, H. H. (2015). The impact of employees' positive psychological capital on job satisfaction and organizational citizenship behaviors in the hotel. *International Journal of Contemporary Hospitality Management*.

Kahya, M. and Şahin, F. (2018). The effect of leader personality on follower behaviour. *Leadership & Organization Development Journal*.

Kaiser, R. B., Hogan, R., and Craig, S. B. (2008). Leadership and the fate of organizations. *American Psychologist*, 63(2):96–117.

Kamdar, D. and Van Dyne, L. (2007). The joint effects of personality and workplace social exchange relationships in predicting task performance and citizenship performance. *Journal of applied psychology*, 92(5):12–86.

Kaplan, D. (2008). *Structural equation modeling: Foundations and extensions*, volume 10. Sage Publications.

Khan, A. K., Moss, S., Quratulain, S., and Hameed, I. (2018). When and how subordinate performance leads to abusive supervision: A social dominance perspective. *Journal of Management*, 44(7):2801–2826.

Kiarie, M. A. W., Maru, L. C., and Cheruiyot, T. K. (2017). Leader personality traits and employee job satisfaction in the media sector, kenya. *The TQM Journal*.

Kirkman, B. L., Chen, G., Farh, J.-L., Chen, Z. X., and Lowe, K. B. (2009). Individual power distance orientation and follower reactions to transformational leaders: A cross-level, cross-cultural examination. *Academy of Management Journal*, 52(4):744–764.

Kline, T. J. (2005). *Psychological testing: A practical approach to design and evaluation*. Sage Publications.

Korb, K. (2012). Conducting educational research: adopting or adapting an instrument.

Kotzé, M. and Nel, P. (2017). Personal factor effects on authentic leadership. *Journal of Psychology in Africa*, 27(1):47–53.

Kozlowski, S. W. and Klein, K. J. (2000). A multilevel approach to theory and research in organizations: Contextual, temporal, and emergent processes.

Krejcie, R. V. and Morgan, D. W. (1970). Determining sample size for research activities. *Educational and psychological measurement*, 30(3):607–610.

Lavine, M. (2014). Paradoxical leadership and the competing values framework. *The Journal of Applied Behavioral Science*, 50(2):189–205.

Lawrence, K. A., Lenk, P., and Quinn, R. E. (2009). Behavioral complexity in leadership: The psychometric properties of a new instrument to measure behavioral repertoire. *The Leadership Quarterly*, 20(2):87–102.

LeBreton, J. M. and Senter, J. L. (2008). Answers to 20 questions about interrater reliability and interrater agreement. *Organizational research methods*, 11(4):815–852.

Leech, N., Barrett, K., and Morgan, G. A. (2013). *SPSS for intermediate statistics: Use and interpretation*. Routledge.

Lewis, M. W. (2000). Exploring paradox: Toward a more comprehensive guide. *Academy of Management review*, 25(4):760–776.

Li, V., Mitchell, R., and Boyle, B. (2016). The divergent effects of transformational leadership on individual and team innovation. *Group & Organization Management*, 41(1):66–97.

Liao, H., Chuang, A., and Joshi, A. (2008). Perceived deep-level dissimilarity: Personality antecedents and impact on overall job attitude, helping, work withdrawal, and turnover. *Organizational Behavior and Human Decision Processes*, 106(2):106–124.

Liden, R. C., Wayne, S. J., Zhao, H., and Henderson, D. (2008). Servant leadership: Development of a multidimensional measure and multi-level assessment. *The leadership quarterly*, 19(2):161–177.

Lüdtke, O., Trautwein, U., Kunter, M., and Baumert, J. (2006). Reliability and agreement of student ratings of the classroom environment: A reanalysis of timss data. *Learning Environments Research*, 9(3):215–230.

Luthans, F., Avey, J. B., Avolio, B. J., Norman, S. M., and Combs, G. M. (2006). Psychological capital development: toward a micro-intervention. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 27(3):387–393.

Luthans, F., Avey, J. B., Avolio, B. J., and Peterson, S. J. (2010). The development and resulting performance impact of positive psychological capital. *Human resource development quarterly*, 21(1):41–67.

Luthans, F., Avolio, B. J., Avey, J. B., and Norman, S. M. (2007a). Positive psychological capital: Measurement and relationship with performance and satisfaction. *Personnel psychology*, 60(3):541–572.

Luthans, F., Youssef, C. M., Avolio, B. J., et al. (2007b). Psychological capital: Developing the human competitive edge.

Luthans, F. and Youssef-Morgan, C. M. (2017). Psychological capital: An evidence-based positive approach. *Annual Review of Organizational Psychology and Organizational Behavior*, 4:339–366.

Maas, C. J. and Hox, J. J. (2005). Sufficient sample sizes for multilevel modeling. *Methodology*, 1(3):86–92.

MacKinnon, D. (2008). Multivariate applications series. *Introduction to statistical mediation analysis*.

Mahar, S. W., Basheer, S., and Maitlo, A. A. (2017). The influence of psychological capital on organization learning in banking sector of pakistan. *Review of Integrative Business and Economics Research*, 6(4):306–337.

Mahasneh, A. M., Shammout, N. A., Alkhazaleh, Z. M., Al-Alwan, A. F., and Abu-Eita, J. D. (2015). The relationship between spiritual intelligence and

personality traits among jordanian university students. *Psychology Research and Behavior Management*, 8:89–103.

Mahmood, M., Uddin, M. A., and Fan, L. (2019). The influence of transformational leadership on employees' creative process engagement. *Management Decision*.

Malik, N. and Dhar, R. L. (2017). Authentic leadership and its impact on extra role behaviour of nurses. *Personnel Review*.

Mann, R. D. (1959). A review of the relationships between personality and performance in small groups. *Psychological bulletin*, 56(4):241–277.

Manz, C. C. and Sims Jr, H. P. (1981). Vicarious learning: The influence of modeling on organizational behavior. *Academy of Management Review*, 6(1):105–113.

McCleskey, J. A. (2014). Situational, transformational, and transactional leadership and leadership development. *Journal of Business Studies Quarterly*, 5(4):117–130.

Miron-Spektor, E., Erez, M., and Naveh, E. (2011). The effect of conformist and attentive-to-detail members on team innovation: Reconciling the innovation paradox. *Academy of management journal*, 54(4):740–760.

Mohsan, F., Nawaz, M. M., Khan, M. S., Shaukat, Z., and Aslam, N. (2011). Impact of customer satisfaction on customer loyalty and intentions to switch: Evidence from banking sector of pakistan. *International Journal of Business and Social Science*, 2(16).

Moss, S. A. and Ngu, S. (2006). The relationship between personality and leadership preferences. *Current research in social psychology*, 11(6):70–91.

Mõttus, R. (2016). Towards more rigorous personality trait–outcome research. *European Journal of Personality*, 30(4):292–303.

Mumford, T. V., Campion, M. A., and Morgeson, F. P. (2007). The leadership skills strataplex: Leadership skill requirements across organizational levels. *The Leadership Quarterly*, 18(2):154–166.

Muthén, B. and Satorra, A. (1989). Multilevel aspects of varying parameters in structural models. In *Multilevel analysis of educational data*, pages 87–99. Elsevier.

Muthén, L. and Muthén, B. (2010). Mplus user's guide 6th edition. *Los Angeles, California: Muthen & Muthen*.

Muthén, L. K. and Muthén, B. O. (2012). Mplus: statistical analysis with latent variables–user's guide.

Ng, K.-Y., Ang, S., and Chan, K.-Y. (2008). Personality and leader effectiveness: A moderated mediation model of leadership self-efficacy, job demands, and job autonomy. *Journal of Applied Psychology*, 93(4):733.

Northouse, P. G. (2018). *Leadership: Theory and practice*. Sage publications.

Novikova, I. A. and Vorobyeva, A. A. (2019). The five-factor model: Contemporary personality theory. *Cross-Cultural Psychology: Contemporary Themes and Perspectives*, pages 685–706.

Nyberg, D. and Sveningsson, S. (2014). Paradoxes of authentic leadership: Leader identity struggles. *Leadership*, 10(4):437–455.

Oreg, S. and Berson, Y. (2015). Personality and charismatic leadership in context: The moderating role of situational stress. *Personnel Psychology*, 68(1):49–77.

O'Reilly, C. A. and Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. *Journal of applied psychology*, 71(3):492–516.

Özbağ, G. K. (2016). The role of personality in leadership: five factor personality traits and ethical leadership. *Procedia-Social and Behavioral Sciences*, 235(Supplement C):235–242.

Pahi, M. H., Ab Hamid, K., and Khalid, N. (2016). Save talent of banking sector of pakistan: Mediating job satisfaction between job stress and employee turnover intention. *International Review of Management and Marketing*, 6(3).

Parent-Rocheleau, X., Bentein, K., and Simard, G. (2020). Positive together? the effects of leader-follower (dis) similarity in psychological capital. *Journal of Business Research*, 110:435–444.

Parmer, L., Green, M., Duncan, P., and Zarate, C. (2013). The relationship between followers' personality and preferences in leadership. *Journal of Leadership, Accountability and Ethics*, 10(2):55–64.

Pasa, S. F. (2000). Leadership influence in a high power distance and collectivist culture. *Leadership & Organization Development Journal*.

Peccei, R. and Van De Voorde, K. (2019). The application of the multilevel paradigm in human resource management–outcomes research: Taking stock and going forward. *Journal of Management*, 45(2):786–818.

Perry, S. J., Witt, L., Penney, L. M., and Atwater, L. (2010). The downside of goal-focused leadership: The role of personality in subordinate exhaustion. *Journal of Applied Psychology*, 95(6):1145–1161.

Peterson, S. J., Walumbwa, F. O., Byron, K., and Myrowitz, J. (2009). Ceo positive psychological traits, transformational leadership, and firm performance in high-technology start-up and established firms. *Journal of management*, 35(2):348–368.

Peugh, J. L. (2010). A practical guide to multilevel modeling. *Journal of school psychology*, 48(1):85–112.

Phaneuf, J.-É., Boudrias, J.-S., Rousseau, V., and Brunelle, É. (2016). Personality and transformational leadership: The moderating effect of organizational context. *Personality and Individual Differences*, 102:30–35.

Pieterse, A. N., Van Knippenberg, D., Schippers, M., and Stam, D. (2010). Transformational and transactional leadership and innovative behavior: The moderating role of psychological empowerment. *Journal of organizational behavior*, 31(4):609–623.

Pinck, A. S. and Sonnentag, S. (2018). Leader mindfulness and employee well-being: the mediating role of transformational leadership. *Mindfulness*, 9(3):884–896.

Ployhart, R. E. (2004). Organizational staffing: A multilevel review, synthesis, and model', research in personnel and human resources management (research in personnel and human resources management, volume 23).

Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., and Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of applied psychology*, 88(5):879–901.

Prasad, B. and Junni, P. (2016). Ceo transformational and transactional leadership and organizational innovation. *Management Decision*.

Preacher, K. J., Rucker, D. D., and Hayes, A. F. (2007). Addressing moderated mediation hypotheses: Theory, methods, and prescriptions. *Multivariate behavioral research*, 42(1):185–227.

Preacher, K. J., Zhang, Z., and Zyphur, M. J. (2011). Alternative methods for assessing mediation in multilevel data: The advantages of multilevel sem. *Structural equation modeling*, 18(2):161–182.

Preacher, K. J., Zyphur, M. J., and Zhang, Z. (2010). A general multilevel sem framework for assessing multilevel mediation. *Psychological methods*, 15(3):209–231.

Quinn, R. E., Bright, D., Faerman, S. R., Thompson, M. P., and McGrath, M. R. (2015). *Becoming a master manager: A competing values approach*. John Wiley & Sons, 1 edition.

Rabenu, E. and Yaniv, E. (2017). Psychological resources and strategies to cope with stress at work. *International journal of psychological research*, 10(2):8–15.

Rahi, S. (2017). Research design and methods: A systematic review of research paradigms, sampling issues and instruments development. *International Journal of Economics & Management Sciences*, 6(2):1–5.

Raisch, S. and Birkinshaw, J. (2008). Organizational ambidexterity: Antecedents, outcomes, and moderators. *Journal of management*, 34(3):375–409.

Raub, S. and Robert, C. (2010). Differential effects of empowering leadership on in-role and extra-role employee behaviors: Exploring the role of psychological empowerment and power values. *Human relations*, 63(11):1743–1770.

Raza-Ullah, T., Bengtsson, M., and Kock, S. (2014). The coopetition paradox and tension in coopetition at multiple levels. *Industrial marketing management*, 43(2):189–198.

Reis, H. T. and Wheeler, L. (1991). Studying social interaction with the rochester interaction record. In *Advances in experimental social psychology*, volume 24, pages 269–318. Elsevier.

Riaz, Z. and Khan, M. I. (2016). Impact of service failure severity and agreeableness on consumer switchover intention. *Asia Pacific Journal of Marketing and Logistics*.

Şahin, F., Karadağ, H., and Tuncer, B. (2019). Big five personality traits, entrepreneurial self-efficacy and entrepreneurial intention. *International Journal of Entrepreneurial Behavior & Research*.

Samuel, D. B. and Tay, L. (2018). Aristotle's golden mean and the importance of bipolarity for personality models: a commentary on "personality traits and maladaptivity: unipolarity versus bipolarity". *J. Pers*, 10.

Schad, J., Lewis, M. W., Raisch, S., and Smith, W. K. (2016). Paradox research in management science: Looking back to move forward. *The Academy of Management Annals*, 10(1):5–64.

Scott, S. G. and Bruce, R. A. (1994). Determinants of innovative behavior: A path model of individual innovation in the workplace. *Academy of management journal*, 37(3):580–607.

Sekaran, S. (2003). Measurement: Scaling, reliability, validity. *Research methods for business: A skill building approach*.

Seppälä, T., Lipponen, J., Bardi, A., and Pirttilä-Backman, A.-M. (2012). Change-oriented organizational citizenship behaviour: An interactive product of openness to change values, work unit identification, and sense of power. *Journal of Occupational and Organizational Psychology*, 85(1):136–155.

Setiawan, T. H., Firdaus, A., and Putra, A. D. (2019). The study of situational leadership style on an indonesian construction company. *Malaysian Journal of Civil Engineering*, 31(1).

Shamir, B., House, R. J., and Arthur, M. B. (1993). The motivational effects of charismatic leadership: A self-concept based theory. *Organization science*, 4(4):577–594.

Shane, S. (1995). Uncertainty avoidance and the preference for innovation championing roles. *Journal of international business studies*, 26(1):47–68.

Shao, Y., Nijstad, B. A., and Täuber, S. (2019). Creativity under workload pressure and integrative complexity: The double-edged sword of paradoxical leadership. *Organizational Behavior and Human Decision Processes*, 155:7–19.

She, Z. and Li, Q. (2017). Paradoxical leader behaviors and follower job performance: Examining a moderated mediation model. In *Academy of Management Proceedings*, volume 2017, pages 135–158. Academy of Management Briarcliff Manor, NY 10510.

Shea, J. A., McGaghie, W. C., and Pangaro, L. (2001). Instrumentation, data collection, and quality control. *Academic Medicine*, 76(9):931–933.

Simic, J., Ristic, M. R., Milosevic, T. K., and Ristic, D. (2017). The relationship between personality traits and managersleadership styles. *European Journal of Social Science Education and Research*, 4(6):194–199.

Sims Jr, H. P. and Manz, C. C. (1982). Social learning theory: The role of modeling in the exercise of leadership. *Journal of Organizational Behavior Management*, 3(4):55–63.

Smith, W. K. and Lewis, M. W. (2011). Toward a theory of paradox: A dynamic equilibrium model of organizing. *Academy of management Review*, 36(2):381–403.

Smith, W. K. and Lewis, M. W. (2012). Leadership skills for managing paradoxes. *Industrial and Organizational Psychology*, 5(2):227–231.

Stapleton, L. M. (2006). Using multilevel structural equation modeling techniques with complex sample data. *Structural equation modeling: A second course*, pages 345–383.

Stogdill, R. M. (1948). Personal factors associated with leadership: A survey of the literature. *The Journal of psychology*, 25(1):35–71.

Stricker, J., Buecker, S., Schneider, M., and Preckel, F. (2019). Multidimensional perfectionism and the big five personality traits: a meta-analysis. *European Journal of Personality*, 33(2):176–196.

Sun, P. and Shang, S. (2019). Personality traits and personal values of servant leaders. *Leadership & Organization Development Journal*.

Tabachnick, B. G. and Fidell, L. S. (1996). Using multivariate statistics . northridge. *Cal.: Harper Collins*.

Tajfel, H., Turner, J. C., Austin, W. G., and Worchel, S. (1979). An integrative theory of intergroup conflict. *Organizational identity: A reader*, 56:65–83.

Tajfel, H. E. (1978). *Differentiation between social groups: Studies in the social psychology of intergroup relations.* Academic Press.

Tarantino, D. (2019). Dark triad unleashed: Examining trait-activating effects on counterproductive work behavior.

Tett, R. P. and Burnett, D. D. (2003). A personality trait-based interactionist model of job performance. *Journal of Applied psychology*, 88(3):500.

Tett, R. P. and Guterman, H. A. (2000). Situation trait relevance, trait expression, and cross-situational consistency: Testing a principle of trait activation. *Journal of Research in Personality*, 34(4):397–423.

Tett, R. P., Simonet, D. V., Walser, B., and Brown, C. (2013). Trait activation theory. *Handbook of personality at work*, pages 71–100.

Thompson, B. (2004). Exploratory and confirmatory factor analysis: Understanding concepts and applications. *Washington, DC*, pages 10694–000.

Thoresen, C. J., Bradley, J. C., Bliese, P. D., and Thoresen, J. D. (2004). The big five personality traits and individual job performance growth trajectories in maintenance and transitional job stages. *Journal of applied psychology*, 89(5):835–871.

Tseng, S. T. and Levy, P. E. (2019). A multilevel leadership process framework of performance management. *Human Resource Management Review*, 29(4):100668–100687.

Turner, N., Barling, J., Epitropaki, O., Butcher, V., and Milner, C. (2002). Transformational leadership and moral reasoning. *Journal of applied Psychology*, 87(2):304–322.

Ursachi, G., Horodnic, I. A., and Zait, A. (2015). How reliable are measurement scales? external factors with indirect influence on reliability estimators. *Procedia Economics and Finance*, 20(15):679–686.

Vahedi, S., Tabatabaie, M., et al. (2017). Predicting divergent thinking based on intelligence and personality dimensions among students. *JSR*, 17(3):4–12.

Van Der Vegt, G. S. and Bunderson, J. S. (2005). Learning and performance in multidisciplinary teams: The importance of collective team identification. *Academy of management Journal*, 48(3):532–547.

Walker, K., Schlosser, F., and Deephouse, D. L. (2014). Organizational ingenuity and the paradox of embedded agency: The case of the embryonic ontario solar energy industry. *Organization Studies*, 35(4):613–634.

Walsh, W. B. and Betz, N. E. (1995). *Tests and assessment*. Prentice-Hall, Inc.

Walumbwa, F. O., Peterson, S. J., Avolio, B. J., and Hartnell, C. A. (2010). An investigation of the relationships among leader and follower psychological capital, service climate, and job performance. *Personnel psychology*, 63(4):937–963.

Walumbwa, F. O. and Schaubroeck, J. (2009). Leader personality traits and employee voice behavior: mediating roles of ethical leadership and work group psychological safety. *Journal of applied psychology*, 94(5):1275–1299.

Wanberg, C. R. and Banas, J. T. (2000). Predictors and outcomes of openness to changes in a reorganizing workplace. *Journal of applied psychology*, 85(1):132–158.

Wang, H., Sui, Y., Luthans, F., Wang, D., and Wu, Y. (2014). Impact of authentic leadership on performance: Role of followers' positive psychological capital and relational processes. *Journal of Organizational Behavior*, 35(1):5–21.

Wang, X.-H. F. and Howell, J. M. (2012). A multilevel study of transformational leadership, identification, and follower outcomes. *The Leadership Quarterly*, 23(5):775–790.

Washington, R. R., Sutton, C. D., and Feild, H. S. (2006). Individual differences in servant leadership: The roles of values and personality. *Leadership & Organization Development Journal*.

Watson, D. and Clark, L. A. (1997). Extraversion and its positive emotional core. In *Handbook of personality psychology*, pages 767–793. Elsevier.

Wiersma, W. (1985). *Research methods in education: An introduction*. Number LB 1028. W53 1985.

Williams, L. J. and Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of management*, 17(3):601–617.

Wofford, J., Goodwin, V. L., and Whittington, J. L. (1998). A field study of a cognitive approach to understanding transformational and transactional leadership. *The Leadership Quarterly*, 9(1):55–84.

Woolley, L., Caza, A., and Levy, L. (2011). Authentic leadership and follower development: Psychological capital, positive work climate, and gender. *Journal of Leadership & Organizational Studies*, 18(4):438–448.

Xu, L., Pang, D., Ge, J., and Xi, Y. (2017). Understanding the categories of leader traits in socialization: the case of haier group's ceo in china. *Nankai Business Review International*.

Yammarino, F. J. and Dansereau, F. (2008). Multi-level nature of and multi-level approaches to leadership. *The Leadership Quarterly*, 19(2):135–141.

Yammarino, F. J. and Dansereau, F. (2011). Multi-level issues in evolutionary theory, organization science, and leadership. *The Leadership Quarterly*, 22(6):1042–1057.

Yang, Y., Li, Z., Liang, L., and Zhang, X. (2019). Why and when paradoxical leader behavior impact employee creativity: Thriving at work and psychological safety. *Current Psychology*, pages 1–12.

Yesil, S. and Sozbilir, F. (2013). An empirical investigation into the impact of personality on individual innovation behaviour in the workplace. *Procedia-Social and Behavioral Sciences*, 81:540–551.

Youssef-Morgan, C. M. and Stratman, J. L. (2017). Psychological capital. *Managing for Resilience: A Practical Guide for Employee Wellbeing and Organizational Performance*, pages 53–72.

Zaccaro, S. J. (2007). Trait-based perspectives of leadership. *American psychologist*, 62(1):6–31.

Zaccaro, S. J., Green, J. P., Dubrow, S., and Kolze, M. (2018). Leader individual differences, situational parameters, and leadership outcomes: A comprehensive review and integration. *The Leadership Quarterly*, 29(1):2–43.

Zhang, A. Y., Tsui, A. S., and Wang, D. X. (2011a). Leadership behaviors and group creativity in chinese organizations: The role of group processes. *The Leadership Quarterly*, 22(5):851–862.

Zhang, X.-a., Cao, Q., and Tjosvold, D. (2011b). Linking transformational leadership and team performance: A conflict management approach. *Journal of Management Studies*, 48(7):1586–1611.

Zhang, Y., Waldman, D. A., Han, Y.-L., and Li, X.-B. (2015). Paradoxical leader behaviors in people management: Antecedents and consequences. *Academy of Management Journal*, 58(2):538–566.

Zhu, C. and Mu, R. (2016). Followers' innovative behavior in organizations: The role of transformational leadership, psychological capital and knowledge sharing. *Frontiers of Business Research in China*, 10(4):636–672.

Zhu, W., Avolio, B. J., and Walumbwa, F. O. (2009). Moderating role of follower characteristics with transformational leadership and follower work engagement. *Group & Organization Management*, 34(5):590–619.

Zhu, W., Sosik, J. J., Riggio, R. E., and Yang, B. (2012). Relationships between transformational and active transactional leadership and followers' organizational identification: The role of psychological empowerment. *Journal of Behavioral and Applied Management*, 13(3):186–205.

Appendix-A

Questionnaire

Cover Letter

Subject: Data Collection for Survey Based Research on supervisors' and employees behaviors

Dear Sir/Madam,

I am conducting a research project where I am inviting you to take part in this study by completing the attached questionnaire. The objective of the current study is to assess employees and their supervisors behaviors in different Pakistani organizations. This survey comprises of four forms i.e. Form A (I, II, III) and Form B. The purpose of which has been mentioned below:

There are two types of forms (A and B) included in this packet. The purpose and estimated completion time of each of the forms is detailed below.

Form-A (I , II & III): To be filled by Supervisor: These forms have to be filled in by the Supervisor which will not take more than 10 to 15 minutes.

- **Form A-I**: The Supervisor has to fill this form only once.
- **Form A-II**: The supervisor has to fill this form for subordinates identified randomly working under him/her and fill in one form for each one of them.
- **Form A-III**: The supervisor has to fill this form for the branch he is heading.

Form-B: To be filled by Subordinate: This form is to be filled in by the Subordinate. The estimated time for completing one form is about 7 to 10 minutes.

As Supervisor you are requested to follow the following protocol while completing these forms.

- Step-1: As Supervisors, kindly fill in Form-A-1. This form contains 44 questions related to your general views.
- Step-2: For each of selected subordinates working under your supervision, fill in the Form A-11. Please make sure that name of the subordinate is mentioned at the top of each filled form and code is assigned against their names in the box provided at the top of Form A-11. Do not show these forms to the subordinate as these are your assessments about them and should be kept confidential.
- Step-3: For Group/Branch under your supervision, fill in Form A-111. Please make sure that name of group / branch and assigned code is mentioned at the top of each form

I will be truly thankful to you on taking part in this research by providing your honest responses and helping us in assessing various aspects of supervisory responsibilities. The anonymity of the responses is assured and the information being collected under this study shall remain confidential. All the responses will be analyzed at aggregate level. For any clarification and query regarding this form research, kindly feel free to contact undersigned.

Your Sincerely,

Erum Ishaq (PhD Scholar)

Capital University Of Science & Technology

Email:erumishaq2@gmail.com

Contact # 0333-5198081

Form A-I

SUPERVISORS GENERAL PERCEPTIONS

NOTE • To be filled in by the Supervisor only once.

To be filled in by the Supervisor only once. Describe yourself as you generally are now, not as you wish to be in the future. Describe yourself as you honestly see yourself, in relation to other people you know of the same sex as you are, and roughly your same age. So that you can describe yourself in an honest manner, your responses will be kept in absolute confidence. Indicate for each statement whether you ***1= Disagree Strongly, 2= Disagree a Little, 3= Neither Disagree nor Agree, 4= Agree a Little, 5= Agree Strongly***

	I see Myself as someone who	**Disagree Strongly**	**Disagree a Little**	**Neither Disagree nor Agree**	**Agree a Little**	**Agree Strongly**
1.	Is Talkative	1	2	3	4	5
2.	Tends to find fault with others	1	2	3	4	5
3.	Does a thorough job	1	2	3	4	5
4.	Is depressed/sad or blue	1	2	3	4	5
5.	Is original, comes up with new ideas	1	2	3	4	5
6.	Is reserved	1	2	3	4	5
7.	Is helpful and unselfish with others	1	2	3	4	5
8.	Can be somewhat careless	1	2	3	4	5
9.	Is relaxed, handles stress well	1	2	3	4	5
10.	Is curious about many different things	1	2	3	4	5

11.	Is full of energy	1	2	3	4	5
12.	Start quarrels with others	1	2	3	4	5
13.	Is a reliable worker	1	2	3	4	5
14.	Can be tense	1	2	3	4	5
15.	Is ingenious, a deep thinker	1	2	3	4	5
16.	Generates a lot of enthusiasm	1	2	3	4	5
17.	Has a forgiving nature	1	2	3	4	5
18.	Tends to be disorganized	1	2	3	4	5

I see Myself as someone who		**Disagree Strongly**	**Disagree a Little**	**Neither Disagree nor Agree**	**Agree a Little**	**Agree Strongly**
19.	Worries a lot	1	2	3	4	5
20.	Has an active imagination	1	2	3	4	5
21.	Tends to be quite	1	2	3	4	5
22.	Is generally trusting	1	2	3	4	5
23.	Tends to be lazy	1	2	3	4	5
24.	Is emotionally stable, not easily upset	1	2	3	4	5
25.	Is inventive	1	2	3	4	5
26.	Has an assertive personality	1	2	3	4	5
27.	Can be cold and aloof/isolated	1	2	3	4	5
28.	Perseveres until the task is finished	1	2	3	4	5
29.	Can be moody	1	2	3	4	5
30.	Values artistic, aesthetic experiences	1	2	3	4	5
31.	Is sometimes shy, inhibited	1	2	3	4	5

32.	Is considerate and kind to almost everyone	1	2	3	4	5
33.	Does things efficiently	1	2	3	4	5
34.	Remains calm in tense situations	1	2	3	4	5
35.	Prefers work that is routine	1	2	3	4	5
36.	Is outgoing, sociable	1	2	3	4	5
37.	Is sometimes rude to others	1	2	3	4	5
38.	Makes plans and follow through with them	1	2	3	4	5
39.	Gets nervous easily	1	2	3	4	5
40.	Likes to reflect, play with ideas	1	2	3	4	5
41.	Has few artistic interests	1	2	3	4	5
42.	Likes to cooperate with others	1	2	3	4	5
43.	Is easily distracted	1	2	3	4	5
44.	Is sophisticated in art, music or literature	1	2	3	4	5

COMPANYS INFORMATION

Name of the Company/Branch: _____

Number of employees in the company:

☐ 0-25 ☐ 26-100 ☐ 101-500 ☐ 501-1000 ☐ more than 1000

Department:

☐ Administration ☐ Human Resource ☐ Finance and Accounts ☐ Sales

☐ Operations ☐ Marketing ☐ Information Technology ☐ Other_____

SUPERVISORS INFORMATION

Gender:

☐ Male ☐ Female

Age:

☐ Less than 25 ☐ 25-30 ☐ 31-34 ☐ 35-40 ☐ 41-44 ☐ 45-50

☐ 51-54 ☐ 55 and above

Qualification:

☐ Intermediate ☐ Bachelors ☐ Masters ☐ Doctorate

Experience (Current organization):

☐ Less than 5 yrs ☐ 6-10 yrs ☐ 11-15 yrs ☐ more than 15 yrs

Hierarchical Level:

☐ Entry level ☐ Middle level ☐ Senior level

Form A-II

Employee Name for whom this form is filled:_____

Assigned Code:_____

Below are a series of statements with which you may either agree or disagree. For each statement, please indicate the degree of your agreement/disagreement by selecting the appropriate number.

	Please rate your SUBORDINATE on the following statements.	**Strongly Disagree**	**Disagree**	**Neither agree nor Disagree**	**Agree**	**Strongly Agree**
1	This subordinate adequately completes assigned duties	1	2	3	4	5
2	This subordinate fulfils responsibilities specified in job description	1	2	3	4	5
3	This subordinate performs tasks that are expected of him/her	1	2	3	4	5
4	This subordinate meets formal performance requirements of the job	1	2	3	4	5
5	This subordinate engages in activities that will directly affect his/her performance evaluation	1	2	3	4	5
6	This subordinate neglects aspects of job he/she obliged to perform	1	2	3	4	5
7	This subordinate fails to perform essential duties	1	2	3	4	5

	Please rate your SUBORDINATE on the extent to which he or she	**Not at all**	**Sometimes**	**Neutral**	**To a good degree**	**To an exceptional degree**
1	This subordinate searches out new technologies, processes, techniques, and/or product ideas.	1	2	3	4	**5**
2	This subordinate generates creative ideas.	1	2	3	4	5
3	This subordinate promotes and champions ideas to others	1	2	3	4	5
4	This subordinate investigates and secures funds needed to implement new ideas	1	2	3	4	5
5	This subordinate develops adequate plans and schedules for the implementation of new ideas	1	2	3	4	5
6	This subordinate is innovative.	1	2	3	4	5

Form A-III

Group Name for which this form is filled:_____

Below are a series of statements with which you may either agree or disagree. For each statement, please indicate the degree of your agreement/disagreement by selecting the appropriate number.

	Please rate your Group on the following statements.	**Strongly Disagree**	**Disagree**	**Neither agree nor Disagree**	**Agree**	**Strongly Agree**
1	My group is effective in getting things done.	1	2	3	4	5
2	My group does a great job in getting things done.	1	2	3	4	5
3	My group is effective in meeting task requirements.	1	2	3	4	5
4	My group accomplishes its goals successfully.	1	2	3	4	5
5	My group completes its task successfully.	1	2	3	4	5

	Please rate your Group on the extent to which	**Strongly Disagree**	**Disagree**	**Neither agree nor Disagree**	**Agree**	**Strongly Agree**
1	Team members often implement new ideas to improve the quality of our products and services	1	2	3	4	5
2	This team gives little consideration to new and alternative methods and procedures for doing their work	1	2	3	4	5
3	Team members often produce new services, methods or procedures	1	2	3	4	5
4	This is an innovative team	1	2	3	4	5

Form-B

SUBORDINATES SURVEY

Assigned Code:_____

NOTE

- Please keep this form confidential and do not show this to anyone.
- The anonymity of the responses is assured and the information being collected under this study shall remain confidential.

Section 1

Below are a series of statements with which you may either agree or disagree. For each statement, please indicate the degree of your agreement/disagreement by selecting the appropriate number and the way you feel regarding your supervisor.

Describe your supervisors behaviors at workplace		**Not at all**	**Not**	**Neutral**	**Sometimes**	**Alot**
1.	Uses a fair approach to treat all subordinates uniformly, but also treats them as individuals.	1	2	3	4	5
2.	Puts all subordinates on an equal footing, but considers their individual traits or personalities	1	2	3	4	5
3.	Communicates with subordinates uniformly without discrimination, but varies his or her communication styles depending on their individual characteristics or needs.	1	2	3	4	5
4.	Manages subordinates uniformly, but considers their individualized needs.	1	2	3	4	5

5.	Assigns equal workloads, but considers individual strengths and capabilities to handle different tasks	1	2	3	4	5
6.	Shows a desire to lead, but allows others to share the leadership role.	1	2	3	4	5
7.	Likes to be the center of attention, but allows others to share the spotlight as well.	1	2	3	4	5
8.	Insists on getting respect, but also shows respect toward others.	1	2	3	4	5
9.	Has a high self-opinion, but shows awareness of personal imperfection and the value of other people.	1	2	3	4	5
10.	Is confident regarding personal ideas and beliefs, but acknowledges that he or she can learn from others	1	2	3	4	5
11.	Controls important work issues, but allows subordinates to handle details.	1	2	3	4	5
12.	Makes final decisions for subordinates, but allows subordinates to control specific work processes.	1	2	3	4	5
13.	Makes decisions about big issues, but delegates lesser issues to subordinates.	1	2	3	4	5
14.	Maintains overall control, but gives subordinates appropriate autonomy.	1	2	3	4	5
15.	Stresses conformity in task performance, but allows for exceptions	1	2	3	4	5
16.	Clarifies work requirements, but does not micromanage work.	1	2	3	4	5
17.	Is highly demanding regarding work performance, but is not hypercritical	1	2	3	4	5
18.	Has high requirements, but allows subordinates to make mistakes.	1	2	3	4	5

19.	Recognizes the distinction between supervisors and subordinates, but does not act superior in the leadership role.	1	2	3	4	5
20.	Keeps distance from subordinates, but does not remain aloof.	1	2	3	4	5
21.	Maintains position differences, but upholds subordinates dignity	1	2	3	4	5
22.	Maintains distance from subordinates at work, but is also amiable toward them.	1	2	3	4	5

Section 2

Below are a series of statements with which you may either agree or disagree. For each statement, please indicate the degree of your agreement/disagreement by selecting the appropriate number and the way you feel regarding yourself at your work place.

How do you feel as worker at your work place		**Strongly Disagree**	**Disagree**	**Neither agree nor disagree**	**Agree**	**Strongly Disagree**
1.	I feel confident analyzing a long-term problem to find a solution.	1	2	3	4	5
2.	I feel confident in representing my work area in meetings with management.	1	2	3	4	5
3.	I feel confident contributing to discussions about the companys strategy.	1	2	3	4	5
4.	I feel confident helping to set targets/goals in my work area.	1	2	3	4	5
5.	I feel confident contacting people outside the company (e.g., suppliers, customers) to discuss problems.	1	2	3	4	5
6.	I feel confident presenting information to a group of colleagues.	1	2	3	4	5
7.	If I should find myself in a jam at work, I could think of many ways to get out of it.	1	2	3	4	5
8.	At the present time, I am energetically pursuing my work goals.	1	2	3	4	5

9.	There are lots of ways around any problem.	1	2	3	4	5
10.	Right now I see myself as being pretty successful at work.	1	2	3	4	5
11.	I can think of many ways to reach my current work goals.	1	2	3	4	5
12.	At this time, I am meeting the work goals that I have set for myself.	1	2	3	4	5
13.	When I have a setback at work, I have trouble recovering from it, moving on.	1	2	3	4	5
14.	I usually manage difficulties one way or another at work.	1	2	3	4	5
15.	I can be on my own, so to speak, at work if I have to.	1	2	3	4	5
16.	I usually take stressful things at work in stride.	1	2	3	4	5
17.	I can get through difficult times at work because Ive experienced difficulty before.	1	2	3	4	5
18.	I feel I can handle many things at a time at this job.	1	2	3	4	5
19.	When things are uncertain for me at work, I usually expect the best.	1	2	3	4	5
20.	If something can go wrong for me work-wise, it will.	1	2	3	4	5
21.	I always look on the bright side of things regarding my job.	1	2	3	4	5
22.	Im optimistic about what will happen to me in the future as it pertains to work.	1	2	3	4	5
23.	In this job, things never work out the way I want them to.	1	2	3	4	5
24.	I approach this job as if every cloud has a silver lining.	1	2	3	4	5

EMPLOYEE INFORMATION

Bank Branch: _____

Branch Code: _____

Gender:

☐ Male ☐ Female

Age: ☐ Less than 25 ☐ 25-30 ☐ 31-34 ☐ 35-40 ☐ 41-44 ☐ 45-50 ☐ 51-54 ☐ 55 and above

Qualification:

☐ Intermediate ☐ Bachelors ☐ Masters ☐ Doctorate

Experience (Current organization):

☐ Less than 5 yrs ☐ 6-10 yrs ☐ 11-15 yrs ☐ more than 15 yrs

Hierarchical Level:

☐ Entry level ☐ Middle level ☐ Senior level

Time spent under current supervisor:

☐ Less than a yrs ☐ 1-2 yrs ☐ 3-5 yrs ☐ 6-10 yrs ☐ more than 10 yrs