
Paradoxical Leadership and Contextual Performance: Mediating Role of Trust and Moderating Role of Agreeableness

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Abstract

Drawing on the leader-member exchange theory, the present study aims to examine the effect of paradoxical leadership on employee's contextual performance. In a similar vein, the current study also analyzes the mediating role of employee's trust in the leader and moderating role of agreeableness in the relationship between paradoxical leadership and contextual performance. For this purpose, data were collected from managerial employees of selected restaurants through online and physical surveys. Cross-sectional study design was used for data collection. The questionnaire consisted of 52 items. The valid data used for further statistical analysis consisted of 312 observations. The data were analyzed by the structural equations modelling to validate the measurement model and test the hypotheses. The results revealed that paradoxical leadership has a significant effect on the contextual performance of employees. The test of mediation showed that trust partially mediates between paradoxical leadership and contextual performance relationship. Furthermore, results showed that agreeableness has a moderating effect on the relationship between paradoxical leadership and contextual performance relationship, as the relationship was stronger for higher level of agreeableness. The results provide significant implications and guidelines for managers to critically and better look at the organizational policies for improvement in the workplace environment for promoting employee's performance and attitude related to the job.

Keywords: Paradoxical leadership, Contextual performance, Trust, Agreeableness

Introduction

In the present competitive world, an effective leadership style and a higher level of employee efficiency becomes the cornerstone for every organization's survival (Almatrooshi et al., 2016). Due to the advancement in services the hospitality employees face different issues like employee experience, employment environment, relationship with the leader, interaction with customers according to their demands (Ishaq et al., 2019). For maintaining the profitability and competitiveness in the hospitality sector, firms need to continuously retain the contextual performance of employees because it is the human assets that act as a backbone for ensuring organizations' performance (Evans, 2000). According to the Pradhan, Jena, and Bhattacharyya (2018), contextual performance refers to those activities that are often not identified particularly in a job like cooperating and helping with coworkers, treating others fairly and equitably, reducing

conflicts, and sometimes going beyond the job identified activities. The hospitality industry is based on customer availability and employee contextual performance creates an effective relationship with customers (Brown, 2015). The employees' engagement in contextual performance related activities improve the long-term profitability of a firm by addressing the organizational issues proactively (Denisi, 2017). Several studies have explored the relationship of contextual performance with different leadership styles (Kevin, 2007; Van Scotter, 1996) but the association between paradoxical leadership and contextual performance remain unclear (Yan Shao, 2019). Many of the studies have been conducted at the organizational level or group level (Yan Zhang, 2014), but studying the said relationship at the individual level remains blurred. It is worth investigating that what will be the effect of paradoxical leadership on employee contextual performance at work in the hospitality sector of Pakistan. The paradoxical leadership as defined by Zhang, (2019), as the ability to integrate and reconcile opposing forces like empowerment and control. Pradoxical leaders treat followers consistently and reliably while thinking about the individuals' needs and at the same time. They keep control by implementing organizational rules and techniques, while permitting followers full flexibility or self-rule (Shin, 2003). Paradoxical leaders increase the employee's performance, self-confidence, and satisfaction for their work (Zhang, 2019). As effective paradoxical leaders, they encourage the employees to take the good practical decisions that can enhance the organization's performance. In special situations employees want to take ownership of the task for thinking out of the box and go beyond the formal job activities for resolving the specific problem (Raza-Ullah, 2018). In this research, it is proposed that trust can positively mediate among paradoxical leadership and contextual performance relationships. According to Kirkpatrick (1996) trust creates a dynamic and interpersonal relationship between people because one person relies or depends on the other person's words and actions. In the hospitality sector sometimes leader actions, ethical standards, and values can affect the organization and follower-leader relationship because leader behavior encourages employees who are highly skilled and capable of accomplishing tasks and thus results in an environment of mutual trust (Gulak-Lipka, 2017). Hospitality industry employees should have some discretion and autonomy in service when necessary, to meet customer expectations and needs if the leader encourages it. For these reasons, managers face unique challenges for managing people (Irene Huertas-Valdivia, 2018).

This study examines the moderating role of agreeableness for understanding that whether it will strengthen the relationship among paradoxical leadership and contextual performance. Those types of individuals who have a higher level of agreeableness focus on warm, sympathetic behavior, and mostly concentrate on harmony oriented values (Merriman, 2018). Agreeableness and extraversion both are dealing with social impact but in some situations, agreeableness deals with maintaining the positive relationship among employees (Boone, 1995).

The purpose of this study is to understand the impact of paradoxical leadership on contextual performance in the hospitality sector at an individual level and also to identify the "how" of the said relationship as well as the moderating effect of agreeableness personality trait.

Literature Review

Paradoxical Leadership

Zhang et al. (2015) proposed the concept of "paradoxical leader behavior as seemingly competing yet interrelated or meeting structural and follower demands simultaneously and over time". Smith and Tushman (2012) declared human as a paradoxical because this behavior has dynamic and synergetic approaches to combine the organization strategies and overtime demands (Zhang et al. 2015). Paradoxical leaders accept multiple cultures, reflect honesty with others, behave consistently, and have a strong impression on followers (Liu, 2018). To generate an impression paradoxical leader creates an autonomous and conjoint bounded work environment to maintaining

organizational stability and treating subordinates uniformly while allowing individualization (Bowen, 2016). Furthermore, to avoid large scale inefficiency, paradoxical administrators must sustain organizational solidity to ensure trustworthy and consistent short term performance (Boone, 1995; Yan Shao, 2019; Slack, 2004). They must increase organizational flexibility by inspiring deviations from existing knowledge and performance (Slack, 2004) to improve receptiveness to future doubts (Andreas, 2013). In other words, they also inspire their followers through trust and allowing flexibility for achieving high performance (Zhang, 2015).

Contextual Performance

Contextual performance behavior is “steadiness and energy, volunteering to do extra, undertaking exercises, helping and participating with others, volunteering for tasks, adhering to rules and techniques in addition to embracing, supporting and safeguarding organizational objectives” (Geier, 2016). Contextual performance includes: (a) cooperating and helping others, (b) willingly performing extra-role activities, determined with interest and (c) extra willpower to complete projects successfully, (d) protecting the organizational objectives, and (e) obeying to organizational strategies even once this is inopportune (Mandana et al, 2018). When people engage in contextual performance ultimately gained high performance by putting their energy and skills to build a social and organizational structure (Motowidlo, 1997). With the help of positive energy worker doings for directly maintained certain responsibilities or liability and also sympathetic inefficiency (Iqbal et al., 2019). Organizations can promote contextual performance because its significant for any organization as it improved social collaboration and communication among the workplace (Almatrooshi, 2016).

Trust

Tan (2012) defines trust is the “confidence, belief, faith, and freedom of individual on their leader”. De Jong (2010) introduced trust as a willingness to rely on another person because of employees' job performance based on the positive psychological condition of safety, meaningfulness, and availability. Organizational culture depends on trust (trust from customers, trust form employees) because when employees perform according to standard, meet goals consistently and communicate honestly with the supervisor, then corporate management efficiency and outcomes increase (Möllering, 2018). Lioukas (2015) highlighted the three types of trust a) trust in co-worker b) trust in management c) and trust on leader, each of them plays an important role towards organization because trust on leader and trust on management are more likely to develop encouragement, and intrinsic motivation in employees to show a positive effect on organization commitment. Trust on leaders refers to employee faith in leaders, they believe that the supervisor will act for their benefits and also treat them equally (Podsakoff, 2000). The relationship between peers and leaders enhances the psychological bound of employees and help supervisors to develop positive social exchange relationships with their organization (Schooman, 2016). Enhancing the quality of social exchange, institutes enable the workers to handle the critical situation with leader support because interpersonal trust reduces individual uncertainty and improves performance (Tabak, 2016).

Agreeableness

In personality, research agreeableness has gained pervasive attention (Ifrah, 2018). Quite a lot of researches (Ozhan, 2018; Javed, 2018) defines that “personality is a psychological structure that includes a set of behavior, emotions, and interaction”. Agreeableness is a principle of congruency between a given emotional condition and the nature of attribute construal (Leung, 2014). Generally, a person with agreeableness trait can be described as polite, kind, friendly, and cooperative (Forgas, 2013). They tend to make good friends, are respectable team players and are good listeners. Shum et al. (2019) deliberated about the agreeableness associations and its

influence on work performance in the organizations because emotions play an essential role in the adaptable individual presentation. The individual, who are high on agreeableness prefer modesty, straightforwardness, tender mildness, and mostly engage with creative expression (Yang et al., 2019).

Hypotheses Development

Paradoxical Leadership and Contextual Performance

According to the leadership theories, leadership is a phenomenon which defines the relationship of leader and the led, personal qualities of a leader, and his/her skills who relate to the task assigned (Zhang et al., 2015). Various researches have shown that leader behaviors strongly shape employee efficient behavior and belief (Botsman, 2017). Drawing on the Leader-member exchange theory, paradoxical leadership is a relationship-based approach in leadership that focuses on the two-way relationship between leader and the follower (Liden, 1980). Paradoxical leadership behavior interrelates or meeting structural (organizational demands) and follower needs simultaneously and over time. These type of leaders work for organization revenue but also facilitate employees for work engagement and efficient performance. The most probable causes of employees' effective performance are organizational justice, trust in leaders, and leaders' behavior (Smith et al., 2012). The paradoxical leader grants autonomy to their employees in a structured work environment to enhance intrinsic motivation and creative behavior for effectual performance. Employee's performance based on two categories; first job performance behavior specifically functions of knowledge skills and ability, but on the other hand, secondly the contextual performance more likely to the function of other attributes like motivation, personality and helpful behavior with employees go beyond the job identified activities (Daniel et al, 2014). The contextual performance comprises by non-rewarded and discretionary behavior's that way there are several reasons the manager focus on employee contextual performance; first, high contextual behavior employees work for enhancement or maintenance the context of work or more to the point that performing beyond the job task valuable to human performance and ultimately organizational effectiveness. Second, they increase organizational productivity, as well as teamwork through, provides a critical managerial function (Brown, 2015). Thus, based on Mayer (2018) research paradoxical leadership behavior is structurally and individually ambidextrous because they controlling higher position roles and also assign a task to lower-level employees. Therefore, organizational structure demand includes maintaining effective stability and functioning, on the other side supervisor also support their followers to positively engage with goals and show cooperative behavior with customers. Paradoxical leaders stand up to logical inconsistencies and coming about strains in overseeing individuals, and they treat employees as a family because paradoxical leadership positively relates to employee performance (Debbie, 2014). In our study, we will examine whether PL and CP are positively related to the hospitality sector of Pakistan or not. According to the previous studies, a paradoxical leader has positive influences on employee's proactive behavior, task proficiency by discretionary work environment (Yan, 2019). Moreover, organizational long-term development and short-term efficiency positively relate to paradoxical leadership behavior (Lewis et al., 2014). Based on these studies we expected that paradoxical leaders help employees to clarify their responsibility, perhaps maintaining formal norms and improve work efficacy. Hence it can be stated that there is a positive relationship between Paradoxical leadership and contextual performance, because if leaders know how to manage the follower and organization demand at the same time then the contextual performance of employees will be increased. So, we expect that:

H1: Paradoxical leadership has a positive effect on contextual performance

Paradoxical leadership and Trust

Paradoxical leaders are those people who are supportive and create a connection between employees and the organization (Bowen, 2016), in other words, such leaders act for "both/and"

strategies because leaders strongly influence employees' psychological needs. Paradoxical leadership effectively manages distance between us (employee and firm) because an efficacious leader plays a very important role, by providing it support and facilitation to employees for increasing the employee's effectiveness toward the organization (Terlav, 2016). Trust influence by the nature of the relationship between follower and leader because the employee's faith in the supervisor is to believe that he will work for employees' performance, fairness, and role clarity (Organ & Moorman, 1993). Different research argues that organizational justice perception is related to trust in leaders (Fleischmann et al., 2017), due to inappropriate leadership style, untrustworthy leader and injustice between employees organization face several success problems, because employees are the key element for organizational productivity and success. For instant organization strategies make employees follow the standardized behavior with clients while at the same time ceaselessly require the staff to customized service to each person separately. This can create disappointment, lack of inspiration, and trust in the leader. Due to the lack of trust in leader pretend a negative effect on employee performance, attitude in the workplace, employee satisfaction, and commitment (Plessis, 2018). Fairness and role clarity are the most important antecedents for building trust and creating trust in the organization (Perm, 2017). In these cases, paradoxical leaders are promoting and create a context or environment where employees feel empowered and also lead to employees for increased and flourish employee performance (Jiang, 2016). Moreover, Paradoxical leaders create follower trust by authentic and cultivating supportive relationships between them (Plessis, 2018). If the leader gives autonomy to employees for the micromanaging situation, thus follower feels, they are connected and belong to their organization, indicate their intention to improve self-determination and successfully achieve the job goals (Azanza, 2018). A paradoxical leader influences the behavior of employees by positively interacting with their followers (Schooman, 2016). The facilitating and encouraging behavior of paradoxical leader can enhance the follower self- sufficiency, which in turn increase the freedom to perform the job with rigidity (Lee, 2016). Such positive behavior of paradoxical leader makes their follower more skill full and confidential. Trust on leader should be increased through developing the trustful and reverential working environment strategies. So, the paradoxical leader is usually connected with these activities that enhance followers' trust. Thus we propose the following:

H2: Paradoxical leadership has a positive effect on follower trust

Trust and contextual performance

Contextual performance means employee's extra-role behavior that is required to improve the organizational psychological and social environment that does not directly affect actual task (Mayer, 2018). The contextual performance of employees is like an emotional bonding with the leader because; trust in leaders will encourage employees for extra-role behavior and thus enable them to the achievement of organizational goals (Neilsen, 2015). Geier (2016) asserted that the contextual performance of employees is a combination of different behavior at the workplace. Furthermore, employees who are engaged with extra-role behavior, have information about organization strategies, procedures, and individual personality as well. Trust on the leader is more likely to employees to develop intrinsic motivating attention in work activities (helping others, create bonds with the customer) which in turn increases their output and high performance (Akdoğan, 2010). Trust in leader positively associate with self-efficacy and organizational structure (Asuman, 2019), which should have enhanced employee behavior.

The highly trustworthy employees are more active and dedicated related to their performance and activities because they are highly sensitive towards the expectation that form their leader (Aniefiok, 2018). According to social exchange theory, "if an employee finds a balance between what they give and receive in a social exchange, he or she will be satisfied with his or her job and thus, they will "give back" by supporting co-workers with tasks, encouraging others to overcome

difficulties, praising coworkers and volunteering to help” (George, 1961). Organizations are mostly focused on effectiveness through the engagement of employees because they want to achieve competitive advantages and fewer financial problems (Saxena, 2015). So then subordinates get autonomy for cooperating individual (single person service) from their leader they are motivated and making extra or beyond effort to accomplish organizational objectives and tasks (Tergrav, 2016). There will be a strong relational connection between the leader and their follower if less interest distinction occurs and they are highly intellectual stimulated to each other (Alabi, 2014). Trust, role clarity, and fairness increase the employee’s confidence and they contribute to an organization for getting rewards in the future and also help others with treating them fairly (Pradhan et al., 2018). If employees believe that their leader is a good corporate citizen and acts in a way that they fulfill its social responsibility, employees tend to exhibit less negative attitude towards the organization with increasing the activities they undertake within the extra-role behavior and making an extra effort to create benefits for the organization. Based on the above, level of trust positively enhances the employees' performance and behavior. In this context, we propose the hypothesis as follow:

H3: Trust has a positive effect on contextual performance.

Mediating role of Trust

Trust is a crucial element in developing effectiveness for organizations through adjustments of inter and extraneous factors for followers. There are two reasons: first, the extraneous factor will affect or change the performance of employees and without adjustments of these factors they do not faithfully represent own contribution for organizational goals, and secondly, employees do not psychologically understand the requirement of the job and lack of trust on the leader (Nguyen, 2018). A leader creates employee trust and trustworthiness environment for organization betterment and enhancing employees’ ability for performance (Jiang, 2016). The stimulating and facilitating behavior of a leader makes followers value more vigor and strengthens (Schooman, 2016). Through honesty and care, paradoxical leaders are intellectually stimulating followers, thereby, encouraging them to enhance their performance and ultimately find the effective ways to do their job (Zhang, 2012), they formulate situations that create a varying level of positivism and endorse employee trust with a leader. Besides, paradoxical leaders concentrate on employees’ affective and appropriate behavior through creating confidence among the employees and empowering them to execute those techniques in which they have great potential to achieve high performance (Akdoğan, 2010). Trust is a social exchange behavior, associated with willingness because high-level performance arguably requires trust in a leader (Rhee, 2017). For an extra effort to perform effectively, employees feel positive about their leader and they will need to be satisfied with their job (Stieglitz, 2016). If follower believes that, about their welfare leader not genuinely concerned they will be unlikely to trust the leader consequently lacks their integrity and not properly cooperate with leader thereby adversely affecting their performance (Rahman, 2016).

The paradoxical leader creates and facilitates the development of trust in the leader for an authentic relationship with their follower (Hansen, 2015), as well as behaving in a way to boost and improve performance with espoused values because such leadership involves showing concern for the individual needs of followers. According to Hu (2016), employees show positive work attitude and contribution if they were about role requirements. Paradoxical leaders feel secure and relaxed to their followers; because sometimes employees go beyond their job duties for helping and cooperating with individuals, they show extra willpower to complete job requirements successfully with obeying organization strategies even once this is inopportune (Mandana, 2018). Association with leader creates flexibility in employees to show faith with the organization (Botsman, 2017) also states that trust in a leader is significant because it is antecedent of risk-taking behavior. Furthermore, the followers having trust in their leader are much persistent and highly energized to work hard, they are positively engaged with the job and try to strengthen the relationship with the

leader. Thus, follower trusts in a leader refers to faith and believes that supervisors will act for their benefits and treat them fairly as well as they will not undermine their performance effectiveness and also perform extra-role behavior with actively involved in social behavior. Concerning the relationship between paradoxical leadership and contextual performance, trust has been shown to an important mediating variable.

H4: Trust in leader mediates the effect of paradoxical leadership on contextual performance

The moderating role of Agreeableness

According to Jensen et al. (2001), individual typical behavior seeks to predict or describe personality traits. Creative personality refers to generate innovative and potentially useful ideas, ways to handle the problem, or inside (Kim, 2019). Generally, personality marks have been utilized to depict an essential component of character as a social interest that is shown in participation and compassion, well-disposed consistency, and likability (Hui Li , 2019). The basic structure of employee personality plays a vital role in leadership effectiveness (Unless, 2018). Agreeableness is one of the main components of five personality traits that shape the composition of individual characters (McCrae, 1996). Agreeableness is positively associated with social behavior and abilities to fostering positive work relationships and interacting with others (Alavi, 2017). Individuals with high agreeableness tend to act sympathetic, eager to help subordinates, and cooperative behavior. In contrast, a person with low agreeableness face threats, experience hostility, and often gets into the conflicts (Prem, 2017). Similarly, people with high extroversion, social confidence, and positive affectivity get opportunities to interact with others and engage with social activities (Rock, 2015). Agreeableness is highly applicable for cooperative behavior and keeps motivating to employees for improving contextual performance (Ozhan, 2018). Leader positive interaction with employees creates a high-quality exchange relationship, which should decrease the distance between leader and follower, and increase equitably or fairness environment for subordinates (Thomas, 2015).

The paradoxical leader can empower employees to voluntarily carry out activities not formally the part of the job description but necessary for customer satisfaction, with considering the organizational rules and procedures (Asuman, 2019). Furthermore, these leaders actively take action against underperforming employees for reducing deviation and negative emotions. Individuals who are unable or unwilling to cooperate within an organizational structure may have been excluded from organizations' procedural justice (Mortier, 2016) because agreeableness negatively relates to self-reported delinquency and antisocial personality. According to Tabak and Hendy (2016), the highly agreed employees follow the leader task-related behavior and they work for organizational betterment because trust in leaders influences the strength of the relationship and effective performance. High agreeableness engages the employee in pro-social behavior; they use their abilities and skill to maintain social and organizational structure (Thomas, 2015). In other words, trust in leaders not only influences the follower future performance but also their current work-related attitude (Denisi, 2017). Thus the person of this personality traits want to make the good working environment for showing creative behavior and paradoxical leadership has a cooperative and supportive behavior through which they inspiring follower to show leadership skill for enhance attitude in the immediate situation and over time difficulties and give authorities to think out of the box for extra-role activities. So, agreeableness is highly associated and has a strong relationship with paradoxical leadership and contextual performance in its attention on extra-role behavior, helping subordinates and defending the organization. In this context, we propose that

H5: Agreeableness positively moderates the effect of paradoxical leadership on contextual performance

Methodology

Sampling

Data were collected from managerial employees in the hospitality sector existing in Pakistan. Respondents are managerial employees (e.g. front-line employees) from different cities namely Islamabad, Lahore, Gujranwala, and Murree. The respondent are managerial employees because it is expected that paradoxical leadership behavior would be more deceptive in leaders and they have the power for doing the multiple demanding works, make the effective decision, control the activities and give autonomy to an employee for high and effective performance and usually, they compensate them for organizational benefits (Griffin, 2010). Managerial employees are acting as a representative of the organization because they directly communicate with a customer, they have the knowledge about customer needs or demands and understand the organization requirements so, and they are like a backbone for organizations (Karatepe & Uludag, 2008).

Data Collection

By using a questionnaire primary data has been collected. Designed/structured questionnaire was delivered in two ways; one is by email to the targeted population and the other one is directly visit the restaurants for better understanding the HR activities, the role of leaders, HR management, and working system of organization. For data collection purposes there were randomly selected four cities; Gujranwala, Islamabad, Murree, and Lahore hotel and restaurant. The questionnaire is free from any ambiguity for better understanding and free from any social pressure for non-biased responses. A closed-ended questionnaire with covering letter is divided into two parts; first based on demographic information such as age, gender, and designation. The second part is based on variable or scaled items. The questionnaire was filled by supervisors and employees according to relevant research. Most of the time paper questionnaires were hand-delivered to respondents and also sent an email. The data were collected within 3-4 months due to some late responses.

Measures

Paradoxical leadership: The scale developed by the Zhang (2019) was used in this research. This scale covers the five dimensions of Paradoxical leadership: maintaining both closeness and distance, enforcing work requirements while allowing flexibility, combining self-centeredness with other-centeredness, maintain decision control, and treating subordinates uniformly while allowing individualization. This scale consists of the 22 items. The reported reliability of this scale was 0.90.

Contextual Performance: The scale developed by Linda Koopmans (2002) used in this research to measure contextual performance. The sample item is “I was able to meet my appointment”. This one-dimensional scale contains 15 items. The reliability score for the scale was found to be 0.84.

Trust: The one-dimensional scale developed by McAllister (1992), was used. This scale is divided into two sections 1) affective trust, 2) cognitive trust. This scale depends on the 8, items from scale “I can depend on my supervisor to meet his/her responsibility”. A five-point Likert scale will be used to measure each item. The reliability score for the scale was found to be 0.85.

Agreeableness: was measured by the scale BFI-2 (big five inventory) developed by Oliver and Christopher (2016). Responses ranged from “strongly disagree” (1) to “strongly agree” (5). This scale contains 7 items. The scale item “cannot be cold and uncaring”. The reported reliability of this measure was 0.91.

Results and Discussion

Descriptive Statistics

Age, designation, gender, and educational qualification includes in this study as demographic information. Demographic information of selected restaurants showed in table 4-1. Most of the respondents were male (m=266 or 85.3%) as compare to female (f= 46 or 14.7%). With regard to

age most of respondents was 24-35 (61.9%), 36-50 (30.4%) and above 50 (7.5%). Respondents had a bachelor's degree (8.0%), master (72.8%), and those employees who specifically align with hotels study or professional (19.2%). Data gathered from several managerial employees like branch manager, customer relationship manager or front manager, special event manager, hotel maintenance manager, guest service supervisor, and assistant hotel manager as well.

Table-4.1: Demographic Information

Description	Frequency	Percentage
Age		
24-35	194	61.9
36-50	95	30.4
Above than 50	23	7.5
Gender		
Male	266	85.3
Female	46	14.7
Education-qualification		
Bachelors	25	8.0
Masters	227	72.8
Professional	60	19.2

Reliability and Validity

The under below table 4.2 shows the total number of items, factor loadings, Cronbach's alpha and average variance extracted of all constructs. Table shows the value of Cronbach's alpha 0.959 for paradoxical leadership, 0.919 for contextual performance, 0.892 for trust and 0.902 for agreeableness. The KMO of the overall variable item is .929 was greater than the recommended value 0.800 by Kaiser (1970). Three variable items loaded onto their respective factor except for only one item of trust. Table number 4.2 also shows the values of composite reliability. The composite reliability of paradoxical leadership is 0.969, CR of contextual performance is 0.955, CR of trust is 0.916 and composite reliability of agreeableness is 0.900. According to Hu and Bentler (1999) recommended criteria all values meet their threshold level (<0.6). Furthermore, the AVE values of all variables are greater than 0.5 recommended by (Hu & Bentler 1999). The AVE value of paradoxical leadership is 0.585, contextual performance is 0.586, trust is 0.577 and agreeableness is 0.562.

Table 4.2: Reliability and Validity Statistics (N= 312)

Sr.#	Variable	No of Item	Items	Factor Loadings	Cronbach's Alpha	Composite Reliability	AVE
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1	Paradoxical Leadership	22	PL1	.801	.959	0.969	0.585
			PL2	.675			
			PL3	.822			
			PL4	.787			
			PL5	.770			
			PL6	.744			
			PL7	.723			
			PL8	.744			
			PL9	.798			
			PL10	.719			
			PL11	.770			
			PL12	.749			
			PL13	.799			
			PL14	.797			
			PL15	.782			
			PL16	.774			
			PL17	.779			
			PL18	.790			
			PL19	.695			
			PL20	.799			
			PL21	.813			
			PL22	.663			
2	Contextual performance	15	CP1	.790	.919	0.955	0.586
			CP2	.807			
			CP3	.824			
			CP4	.791			
			CP5	.766			
			CP6	.814			
			CP7	.767			
			CP8	.781			
			CP9	.797			
			CP10	.787			
			CP11	.791			
			CP12	.715			
			CP13	.717			
			CP14	.599			
			CP15	.708			
3	Trust	8	TR1	.795	.892	0.916	0.577
			TR2	.828			
			TR3	.767			
			TR4	.725			
			TR5	.777			
			TR6	.678			
			TR7	.750			
			TR8	.745			
4	Agreeableness	7	AG1	.768	.904	0.900	0.562
			AG2	.767			

	AG3	.702
	AG4	.748
	AG5	.753
	AG6	.756
	AG7	.752
Total	52	

Correlations

Table 4-3 is containing the correlation among variables. Who depict that paradoxical leadership positively correlated with contextual performance ($r = .768, p < .01$), with trust ($r = .576, p < .01$) and also with agreeableness ($r = .406, p < .01$). Moreover, contextual performance has significant relationship with trust ($r = .603, p < .01$) and with agreeableness ($r = .380, p < .01$). Similarly, variable trust positively correlated with agreeableness ($r = .679, p < .01$). All variables have a significant relationship with each other.

Table-4.3: Correlation

	PL	CP	TR	AG
PL	1			
CP	.768**	1		
TR	.576**	.603**	1	
AG	.406**	.380**	.679**	1

PL= Paradoxical Leadership, CP= Contextual Performance, TR= Trust, AG= Agreeableness, **. Corelation is significant at the 0.01 level (2-tailed).

Confirmatory Factor Analysis (CFA)

Confirmatory factor analysis was conducted on the measurement model to determine the validity, reliability, and for measuring the significant relationship among the latent variable. Hu & Bentler, (1999) explained that the value of χ^2/df (degree of freedom) should be 3 and that value uses to test the goodness of model or fitness of model because when observed variables increased its also increased. Moreover, CFI value bigger than 0.90, TLI also should be greater than 0.90 (Barney, 2001). RMSEA should be below 0.08 (Hair, 2010; Hu & Bentler, 1999). According to an analysis of this study, all the values fell into the acceptable range and meet their threshold level.

Table 4-4: Measurement Model Fit

Measure	Threshold	Hypothesized Model	Interpretation
χ^2/df	<3	1.831	Good
CFI	>.90	.932	Acceptable
TLI	>.90	.929	Acceptable
RMSEA	<.08	.052	Acceptable

χ^2/df = Normed Chi-Square, CFI = Comparative Fit Index, TLI = Tucker-Lewis Index, RMSEA = Root Mean Square of Error Approximation

Structural Equation Modeling

Structural equation modeling is a methodology used for analyzing and estimating the relationship between variables (Kelloway, 1998). After analyzing the model fitness, we performed the SME test. According to the results our conceptual model has achieved the all threshold values and reliable for hypotheses analysis. Table 4.5 shows the SME model measurement values and table no 4.6 shows significant hypotheses results.

Table 4-5: Hypothesized Model Fit

Measure	Threshold	Hypothesized Model	Interpretation
χ^2/df	<3	1.99	Good
CFI	>.90	.919	Acceptable
TLI	>.90	.915	Acceptable
RMSEA	<.08	.057	Acceptable

χ^2/df = Normed Chi-Square, CFI = Comparative Fit Index TLI = Tucker-Lewis Index, RMSEA = Root Mean Square of Error Approximation
 Hair et al, (2010), Hu & Bentler, (1999)

Table 4-6: Results of Hypotheses (Direct Effects)

Path	Standardized path coefficient	Standard error	p-value	R ²
PL → CP	0.95	0.088	0.000	0.61
PL →TR	0.50	0.094	0.000	
TR→CP	0.48	0.081	0.000	0.68

Direct hypothesis analysis significance at $p < .05$ with one star, $p < 0.01$ with two-star, $p < 0.001$ with three-star

Mediating Effect

H4 stated that trust in a leader mediates the effect of paradoxical leadership on employee contextual performance. Through the bootstrapping method in AMOS used to test the mediation effect. 5000 bootstrapping sample and 95% bias-corrected confidence interval used for testing the significance level of the mediator (Preacher, 2008). In the direct effect $B = 0.8421$, $p = 0.000$. Similarly, in indirect effect $B = .1421$, $p = 0.000$ and the total effect is $B = 0.9845$, $p = 0.000$ were not a single value fall in zero. Bootstrapping results confirmed partial mediation as a direct and indirect effect is positive and still significant. H4 is supported, paradoxical leadership directly and indirectly through follower trust affects the employee contextual performance.

Table 4-7: Mediation Results

Trust						
BC –CI 95%						
Variable and effect	Point of estimate	SE	Lower	Upper	p-value	Mediation observed
Direct effect PL → CP	0.842	0.040	0.724	0.960	0.000	
Indirect effect PL→TR→CP	0.142	0.039	0.055	0.224	0.000	
Total effect	0.984	0.044	0.897	1.071	0.000	Partial

Independent variable = paradoxical leadership, dependent variable = contextual performance, mediator= trust, Bootstrap sample = 5000, BC= bias corrected, CI= confidence interval

Moderating Effect

The Moderator effect will be strengthened and weaken the relationship between the dependent and independent variables. The table no 4-8 shows the moderation results. The effect of paradoxical leadership on employee performance is significant with the point of estimate 0.2796 and p-value 0.005. In indirect effect were estimate the agreeableness effect on contextual performance the results show the point of an estimate is 0.1443 and the p-value is 0.001. So, agreeableness affects contextual performance with significant value. Interaction term PL*AG has a direct effect on contextual performance with 0.1766 points of estimate and the p-value is 0.004 which is a significant value. Thus, according to results agreeableness strengthens the positive relationship between paradoxical leadership and contextual performance.

Table 4-8: Moderation Results

Agreeableness						
BC –CI 95%						
Variable and effect	Point of estimate	SE	Lower	Upper	p-value	Moderation observed
PL	0.279	0.123	0.393	0.432	0.005	
AG	0.144	0.147	0.329	0.413	0.001	
PL*AG→CP	0.176	0.039	0.295	0.434	0.004	Positive

Independent variable = paradoxical leadership, dependent variable = contextual performance, moderator = agreeableness, BC= bias corrected, CI= confidence interval

Through moderation, graph checks the positively strengthen & weaken or negatively strengthen & weaken the moderating effect of agreeableness on the relationship among paradoxical leadership and contextual performance. Two lines in the graph show the results; the yellow line shows the

high agreeableness and blue line present low agreeableness effect. According to figure 4.3 results when employees highly agree so they perform the extra-role behavior at the employment place. In other conditions when employees are low in agreeableness, they often do not put their trust in a leader in turn effect on subordinates' performance. Hence, H5 has accepted agreeableness positively moderate between the relationship of paradoxical leadership and contextual performance.

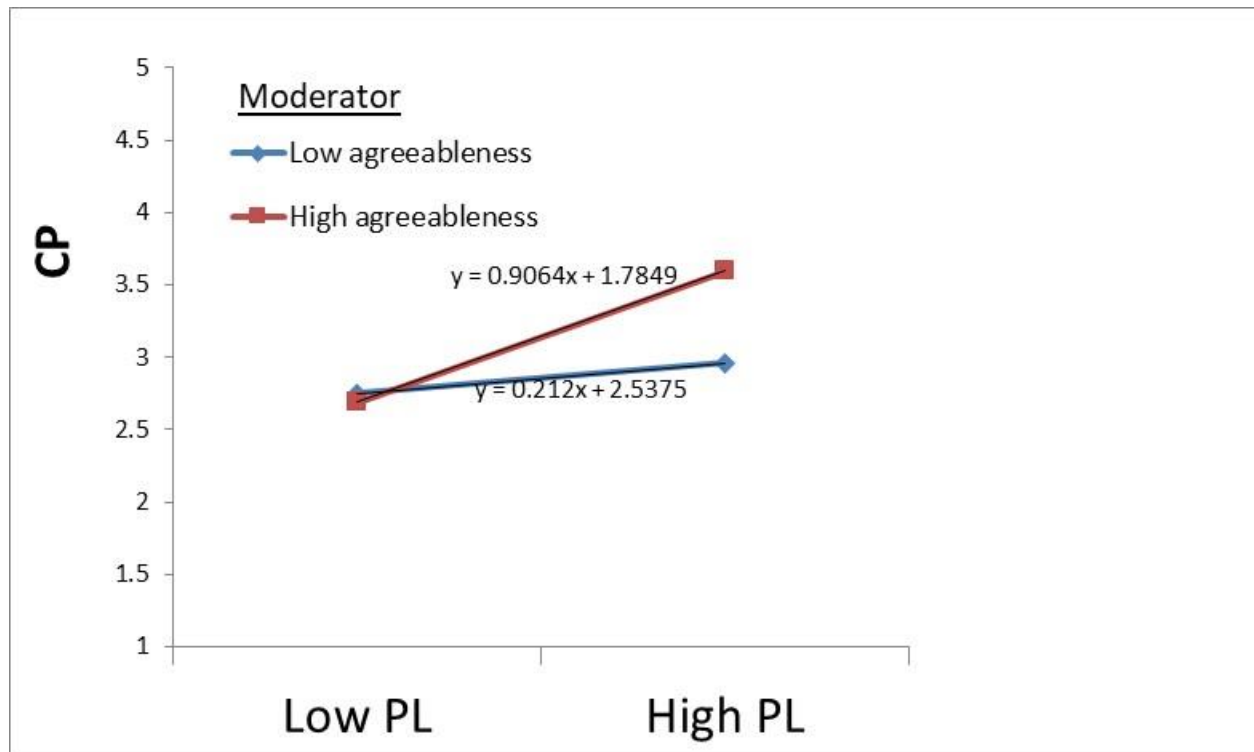


Figure 1: Graphical Representation of Moderating Effect

Figure-4.1: Graphical representation of Moderation effect

Discussion and Conclusion

Working life is portrayed by people's day by day interaction and personality conflicts are part of this procedure (Andreas, 2013). Since individuals with various individual interests and professional backgrounds meet up in their quest for achieving the association's objectives. Different researchers have formulated a theoretical model on personality traits and employee performance at the working place (Raub, 2010; Phaneuf, 2016). But, still, theory and empirical evidence have a great discrepancy. This study aims to provide more intuitive knowledge to the individual to clear the relationship between leader and employee. whereby the study examines the link between paradoxical leadership, contextual performance, and trust. Thus, the ultimate goal of this study is to examine the association among paradoxical leadership as an independent variable, contextual performance as a dependent variable with mediator variable trust of employees as well as testing agreeableness as a moderator. This point of view has been and continues to be a significant framework for understanding the paradoxical leader behavior. However, this study represents the logical component's basic direct connection between paradoxical leadership and employee contextual performance concerning Pakistan's cultural context at an individual level. The hospitality industry of Pakistan is one of the most thriving and dynamic industry and its long term profitability is based on employee performance and positive interaction with customers

(Razia, 2016). According to Teng (2013) the hospitality industry is the name of these organizations that specifically has the purpose to satisfy the customer with a full range of needs such as accommodation, tourism facilities, etc. Customer's needs and thought change frequently concerning the time and creative environment (Helbesleben, 2014). In these conditions, hospitality organization sustains the competitiveness through commonly change the firm's environment for employee's satisfaction for this purpose leadership play's a key role in motivating the followers and enhancing employee's extra-role performance (Todorova, 2014). Leaders' positive, motivating behavior and effective strategies energize the follower's to improve their service quality (Gottfredson, 2017). Paradoxical leadership has the quality to manage follower behavior with maintaining the organizational strategies. Through supporting behavior fascinates and inspires the employee to achieve a high level of performance (Shao, 2019). Trust of employees on leaders improves the success of the industry because autonomy from leader to follower enhances the confidential behavior of employees (Hobfoll, 2008). Then they focus on guest-host effective interaction with effectively cater to the needs of customers. The hospitality sector's effectiveness depends on the highly talented employees and the availabilities of customers. Highly trusted employees may change their personality according to the current demands of the organization because employees' personalities internally affect the efficiency of the institute. Highly agreed employees put their excessive amount of effort to think modestly and find better ways of doing their job (Samuel, 2018).

The direct relationship of the present study is paradoxical leadership and contextual performance this relationship was not examined in the hospitality sector context. It was needed to conduct this relationship at the individual level where this problem exists in the hospitality industry (Holston-Okae, 2018). Zhang (2019) mentioned in his research that leader behavior can show an effect on the organization's long term development with an acceptable distance between follower and him. So, he recommended (as future research) that personality traits could moderate (strengthen or weak) the relationship between paradoxical leadership and employee contextual performance. Moreover, the paradoxical leader may be more effective with the high trust of employees rather than less trust. So, trust in the leader was scrutinized as a mediator followed by the recommendation of Shao et al. (2019). Thus, by following the recommendation of researchers and filling the research gap this study investigates the trust as a mediator and agreeableness from big-five personality traits as a moderator between the association of paradoxical leadership and contextual performance in a hospitality context.

The target population for this study was managerial employees of Restaurants. Data is collected from working employees about paradoxical leadership, contextual performance, trust in leader, and agreeableness. Results support the first hypothesis of the study and also support the Leader-member exchange theory that stated the paradoxical leader focused on two-way relationships. According to the results, a paradoxical leader is positively related to the contextual performance of employees. Paradoxical leaders can handle the employee's demand as well as the organization's demands at the same time. He plays an essential role to develop the effective performance behavior of employees. Contextual performances are often un-described activities in job tasks but employees get the autonomy to comply with tasks within the organizational structure from the supervisor (Luis et al, 2015).

Results showed that the second hypothesis of this study was paradoxical leadership that will have a significant and positive effect on trust investigated and confirmed. The high trust of followers on the leader can enhance the leader positive behavior with employees. A leader gives autonomy to followers for handling different situations with an effective decision. Over control and emphasis on absolute authority may make employees uneasy, stressed, and ultimately the relationship between the leader and followers move to a negative perspective (Min Wu, 2011). The facilitating

and encouragement behavior of paradoxical leaders can enhance the follower self- sufficiency, which in turn increases the freedom to perform the job with rigidity (Lee K., 2016).

The third hypothesis of this research is to examine the association between the trust and contextual performance of employees. Trust on leader encourages and motivate employees to accomplish object and goal set by their leader (Geier, 2016). The contextual performance of the employee is a combination of different activities like supporting their subordinates, creating an effective relationship between host and guest, and extra good power to complete the organizational objective (Pradhan et al., 2018). With support to social exchange theory highly trusted follower is positively associated with extra-role performance.

The current study finds that either trust mediates between paradoxical leadership and contextual performance relationship. In AMOS software through Preacher and Hayes (2008) bootstrapping technique we will check the mediation effect of trust. The results indicate a partial mediating effect in the relationship between paradoxical leadership and contextual performance. According to the results forth the hypothesis of the present study was confirmed. Trust is a pro-social motivation for subordinates because when follower perceived that leader maintain their positive attitude with us and having concern with their personnel needs. Then they feel secure and enhance their intrinsic motivation. Focused on positive outcomes, performance, increases their relationship with the leader, and creates profits for the organization (Gottfredson, 2017).

The final and fourth hypothesis of this study was that either agreeableness moderates the relationship between paradoxical leadership and contextual performance. So, according to the results agreeableness moderating effect exist between paradoxical leadership and contextual performance. The follower can change their personality according to the leader and job requirements. And if employees have trust in leaders they work according to the leader's demand. Agreeableness is positively associated with social behavior and abilities to fostering positive work relationships and interacting with others (Alavi, 2017). Because the hospitality sector based on the availability of customers and the number of customers increase in those situations when employees have a good relationship with them. Understand the customer needs very well and try to meet the requirements of customers with full range (Denisi, 2017).

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