



IMPACT OF HYBRID LEADERSHIP ON COMPANY'S PERFORMANCE

Sadia Saeed
Visiting Faculty
Department of Business Administration
Federal Urdu University of Arts, Sciences & Technology
Karachi – Pakistan
sadia_saeed22@yahoo.com

Prof. Dr. Sayeda Daud
Dean
Faculty of Humanity and Social Sciences
Metropolitan University
Karachi – Pakistan
sayedadaud@gmail.com

Abstract

This research looked at how hybrid leadership affected organizational performance. The goal of the research was to ascertain how profitability, staff engagement, customer happiness, and innovation related to various performance measures. A survey and interviews were employed in a mixed-methods study design. A sample of workers from different organizations were given the survey, and managers and other leaders from these organizations were interviewed. The study's findings revealed that all of the performance measures, including profitability, employee engagement, customer happiness, and innovation, are significantly improved by hybrid leadership. The results imply that hybrid leaders have the capacity to successfully strike a balance between task- and people-oriented behaviors, which enhances organizational performance. The study's findings are in line with other studies that stressed the significance of leadership philosophies in accomplishing organisational objectives. According to the study's results, hybrid leadership styles are best for achieving the highest levels of organisational success. To obtain the best organisational performance, managers and leaders should hone their leadership abilities and embrace a hybrid leadership style. To obtain the best organisational performance, businesses should spend money on leadership development programmes and encourage managers and executives to use a hybrid leadership style. The results of this research have significant ramifications for organisations, managers, and leaders, to sum up. According to the study's findings, in order to accomplish their objectives and operate at their best, organisations should recognise the significance of leadership styles and embrace a hybrid style.



Introduction

The concept of leadership is a fundamental component of organizational management, which holds significant influence over a company's overall performance. Throughout time, managers have implemented and utilized diverse leadership styles, such as autocratic, democratic, transformational, and transactional leadership. In light of the evolving business landscape, conventional leadership approaches have become inadequate in tackling the intricate obstacles encountered by enterprises.

Hybrid leadership is a contemporary leadership approach that amalgamates the attributes of various leadership styles to align with the intricate and ever-changing business milieu. Leaders who are hybrid in nature exhibit the capacity to modify and adjust their leadership approach in accordance with the circumstances and the requirements of their team members, thereby potentially influencing the organizational performance to a great extent.

The objective of the present study is to examine the influence of hybrid leadership on organizational performance. The objective of this research is to ascertain the correlation between hybrid leadership and diverse performance metrics, including but not limited to profitability, employee engagement, customer satisfaction, and innovation. Furthermore, this paper aims to furnish a theoretical structure for comprehending hybrid leadership and its influence on organizational efficacy. (IOMA, 2004)

The study posits that the implementation of hybrid leadership is associated with favorable outcomes in terms of company performance. The present paper shall be structured in the following manner: subsequent to this introductory section, the subsequent segment will undertake a comprehensive review of pertinent literature pertaining to hybrid leadership and its influence on organizational performance. The subsequent segment will explicate the research methodology employed for the purpose of gathering and scrutinizing the data. Section four will provide an exposition of the study's discoveries, succeeded by an analysis of the outcomes and their ramifications in section five. The concluding segments will furnish a synopsis of the discoveries, counsel for executives and establishments, and proposals for prospective investigations. (William, 1967)

Definition of Hybrid Leadership

Hybrid leadership is a relatively new concept in the field of organizational leadership that has gained significant attention in recent years. This leadership style combines the best practices of traditional and contemporary leadership theories to create a cohesive approach that is well-suited to the complex challenges of today's business environment. At its core, hybrid leadership



emphasizes the importance of collaboration, communication, and empathy in fostering engagement and promoting positive change within organizations. This approach recognizes the critical role of both top-down and bottom-up leadership styles in facilitating effective decision-making and driving performance outcomes. Hybrid leaders combine the strategic vision and decision-making skills of traditional leaders with the creativity, adaptability, and interpersonal skills of contemporary leaders to create innovative solutions that drive organizational performance. Research has consistently shown that organizations led by hybrid leaders enjoy higher levels of employee engagement, greater innovation, and stronger overall performance, making this leadership style a compelling option for modern-day managers seeking to optimize their organization's success. (Vacaretiu, 2020)

Importance of Hybrid Leadership in Modern Organizations

Hybrid leadership has become increasingly important in modern organizations because of the changing nature of the workforce and the need for a more flexible approach to management. In recent years, the workforce has become more diverse, with different generations working alongside each other, and there is a need for a leadership style that can accommodate these differences. Hybrid leadership combines traditional approaches to management with more contemporary approaches, such as emotional intelligence and collaboration, to create a more effective and adaptable leadership style. Hybrid leaders recognize that different situations require different leadership styles, and they have the ability to switch between leadership styles to best suit the situation. This adaptability is essential for modern organizations, which operate in a fast-paced and constantly changing business environment, where different challenges require different management approaches. As such, hybrid leadership is a key factor in driving organizational success and promoting long-term growth. (Palestini, 2012)

Literature Review

The manner in which leadership is exercised is a crucial determinant of the overall effectiveness of an organization. Over time, managers have developed and implemented a range of leadership styles. The aforementioned leadership styles comprise autocratic, democratic, transformational, and transactional leadership. In light of the evolving business landscape, conventional leadership approaches are deemed inadequate in tackling the intricate obstacles encountered by firms.

Hybrid leadership is a nascent leadership approach that amalgamates the attributes of diverse leadership styles to align with the multifaceted and ever-changing business milieu. Hybrid leaders exhibit a capacity to modify and adjust their leadership approach in accordance with the circumstances and requirements of their team members. Hybrid leaders have the ability to integrate diverse leadership methodologies, such as transactional, transformational, servant, and authentic leadership, to adapt to the given circumstances.



Numerous scholarly inquiries have examined the effects of hybrid leadership on the performance of organizations. An investigation conducted by Akpala (2018) analyzed the correlation between hybrid leadership and organizational performance within the banking industry of Nigeria. The research revealed that the implementation of hybrid leadership yielded favorable outcomes for organizational performance, particularly with regards to employee job satisfaction and customer service quality.

Lakhani and Ayub (2019) conducted a study to explore the correlation between hybrid leadership and innovation within the software industry of Pakistan. The research revealed that hybrid leadership exhibited a positive correlation with innovation. The capacity of hybrid leaders to tailor their leadership approach to the requirements of their team members was identified as a crucial element in cultivating an innovative organizational culture.

Li, Yuan, and Li (2020) conducted a study to investigate the correlation between hybrid leadership and employee creativity in Chinese organizations. The research revealed that hybrid leadership had a positive impact on employee creativity. The capacity of hybrid leaders to maintain a balance between task-oriented and people-oriented behaviors was identified as a crucial factor in promoting creativity among team members.

The aforementioned research indicates that the implementation of hybrid leadership style yields favorable outcomes in terms of organizational performance. Hybrid leadership is a leadership approach that amalgamates the advantages of various leadership styles and is capable of adjusting to the ever-changing and intricate business milieu. The capacity of hybrid leaders to maintain a balance between task-oriented and people-oriented behaviors, alongside their aptitude to adjust their leadership approach to fit the circumstances, are essential elements in cultivating a culture of innovation and creativity within the organization. The forthcoming section will explicate the research methodology employed in this investigation to scrutinize the correlation between hybrid leadership and organizational performance.

Research Methodology

The present study's research methodology is intended to examine the influence of hybrid leadership on organizational performance. The objective of the research is to ascertain the correlation between hybrid leadership and diverse performance metrics, such as profitability, employee engagement, customer satisfaction, and innovation. (Wilson, 2002)

The study's research design utilizes a quantitative approach and employs a cross-sectional survey method. The research will employ a survey questionnaire to gather data from employees and managers in specific organizations. The study will employ a Likert scale to assess the degree of hybrid leadership and diverse performance indicators.



The research will employ a convenience sampling method to choose the sample. The research will focus on personnel and executives from designated establishments across diverse fields, encompassing manufacturing, service, and retail domains. The determination of the sample size will be based on power analysis, and a minimum of 250 respondents will be required.

The process of collecting data will entail disseminating a survey questionnaire to the designated organizations. The survey instrument will be comprised of two distinct sections. The initial segment of the study will entail the acquisition of demographic data, encompassing age, gender, educational attainment, and occupational designation. The subsequent segment of the study will entail the gathering of empirical evidence pertaining to hybrid leadership and diverse performance metrics. The study will employ the Likert scale as a tool for gauging the degree of hybrid leadership and its impact on diverse performance indicators. (Michael, 2003)

The analysis of the data obtained from the survey questionnaire will involve the use of both descriptive and inferential statistics. The data will be summarized using descriptive statistics, which will include measures such as the mean, median, mode, and standard deviation. The utilization of inferential statistics will be employed to examine the hypotheses and ascertain the correlation between hybrid leadership and diverse performance indicators. The Statistical Package for the Social Sciences (SPSS) will be utilized as the statistical tool for data analysis. The study will adhere to ethical guidelines for research involving human subjects. The study's objective will be communicated to the participants, and their involvement will be optional. The study guarantees confidentiality and anonymity of the participants, and their data will be utilized solely for research objectives.

The present investigation exhibits certain constraints that necessitate careful consideration when interpreting the outcomes. The study's findings may be limited in their generalizability due to the restricted sample size. The cross-sectional design employed in the study may not adequately capture the temporal changes in hybrid leadership and performance indicators. The study's utilization of self-reported data may potentially be susceptible to social desirability bias.

Notwithstanding the aforementioned constraints, this research offers significant perspectives on the influence of hybrid leadership on organizational efficacy. The subsequent segment will provide an exposition of the discoveries obtained from the investigation. (Speculand, 2009)

Findings

The survey involved the participation of 300 individuals comprising employees and managers from diverse organizations operating in the manufacturing, service, and retail sectors. The study's sample was characterized by an equal distribution of male and female participants, with a mean



age of 34 years. A significant proportion of the respondents possessed an undergraduate degree, and a majority of them occupied managerial roles at either intermediate or higher levels.

Descriptive Statistics

Table 1 displays the mean scores and standard deviations for hybrid leadership and performance indicators in the context of descriptive statistics. According to the findings, the average score for hybrid leadership was 3.9, suggesting that the respondents perceived a moderate degree of hybrid leadership within their respective organizations. The study reports the average scores for the performance indicators, namely profitability (3.8), employee engagement (4.1), customer satisfaction (4.2), and innovation (4.0). Based on the scores obtained, it can be inferred that the participants had a perception of elevated levels of performance within their respective organizations. (Brown, 2021)

Table 1: Mean Scores and Standard Deviations for Hybrid Leadership and Performance Indicators

Variable	Mean Score	Standard Deviation
Hybrid Leadership	3.9	0.74
Profitability	3.8	0.67
Employee Engagement	4.1	0.63
Customer Satisfaction	4.2	0.62
Innovation	4.0	0.72

Inferential Statistics:

The study employed inferential statistics, specifically Pearson's correlation coefficient, to examine the association between hybrid leadership and performance indicators. Table 2 displays the findings. The findings indicate that there exists a noteworthy affirmative association between hybrid leadership and all performance metrics, namely profitability ($r=0.576$, $p<0.01$), employee engagement ($r=0.614$, $p<0.01$), customer satisfaction ($r=0.609$, $p<0.01$), and innovation ($r=0.532$, $p<0.01$).

Table 2: Pearson's Correlation Coefficient for Hybrid Leadership and Performance Indicators

Variable	Profitability	Employee Engagement	Customer Satisfaction	Innovation
Hybrid Leadership	0.576**	0.614**	0.609**	0.532**

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

The results of this investigation provide evidence in favor of the proposition that hybrid leadership exerts a favorable influence on organizational performance. The findings indicate a noteworthy affirmative association between hybrid leadership and various performance metrics, including but



not limited to profitability, employee engagement, customer satisfaction, and innovation. The findings indicate that leaders who exhibit a hybrid style are capable of effectively managing both task-oriented and people-oriented behaviors, resulting in enhanced organizational performance.

The results of the present investigation align with prior research that has explored the correlation between hybrid leadership and the performance of an organization. Akpala (2018) discovered that hybrid leadership had a favorable influence on organizational performance, particularly with regards to employee job satisfaction and customer service quality. The study conducted by Lakhani and Ayub (2019) revealed a positive correlation between hybrid leadership and innovation within the software industry of Pakistan. The study conducted by Li, Yuan, and Li (2018) revealed that hybrid leadership had a positive impact on the creativity of employees in Chinese companies.

Notwithstanding the constraints of the research, such as the limited number of participants and the dependence on self-reported measures, the outcomes furnish significant perspectives on the influence of hybrid leadership on organizational efficacy. The findings indicate that the implementation of hybrid leadership may enhance organizational performance, thus suggesting that organizations should contemplate its adoption. Subsequent studies may delve into the ramifications of hybrid leadership on alternative performance metrics and examine the determinants that influence the implementation of hybrid leadership within corporate entities. (OECD, 2005)

Discussion

The objective of the current research was to examine the influence of hybrid leadership on organizational performance. The study's findings indicate that hybrid leadership exerts a noteworthy favorable influence on all performance metrics, including but not limited to profitability, employee engagement, customer satisfaction, and innovation. The aforementioned results are in line with prior research that has examined the correlation between hybrid leadership and the performance of an organization. (Robert, 2012)

The research findings suggest that hybrid leaders exhibit competence in managing both task-oriented and people-oriented behaviors, resulting in enhanced organizational performance. The findings indicate that the implementation of hybrid leadership may enhance organizational performance, thus implying that organizations should contemplate its adoption. Leaders who adopt a hybrid approach are capable of proficiently overseeing their teams and inspiring them to attain the objectives of the organization. In addition, individuals in leadership positions have the ability to discern the aptitudes and limitations of their team constituents and furnish them with the requisite assistance to enhance their efficacy. (Bardach and Patashnik, 2019)



The results of the present investigation align with prior research that has emphasized the significance of leadership styles in attaining objectives of an organization. The findings of the study indicate that it is not advisable for organizations to depend on a solitary leadership approach in order to accomplish their objectives. It is recommended that individuals adopt a hybrid leadership style that integrates both task-oriented and people-oriented behaviors in order to attain maximum performance. (Lucia, 2010)

The findings of this investigation carry various ramifications for individuals in positions of management and leadership. To attain optimal organizational performance, it is imperative for managers and leaders to cultivate their leadership abilities and embrace a hybrid leadership approach. It is recommended that individuals prioritize the establishment of constructive interpersonal connections with their team members and furnish them with the requisite assistance to attain their objectives. Subsequently, it is recommended that organizations allocate resources towards leadership development initiatives aimed at equipping their managers and leaders with the requisite competencies to effectively implement a hybrid leadership approach. Ultimately, it is recommended that organizations promote the adoption of a hybrid leadership style among their managers and leaders, while also offering the requisite resources and assistance to facilitate the successful implementation of this approach. (Stanley, 2018)

The implications of the study's findings hold significance for various organizations. Initially, it is imperative for organizations to acknowledge the significance of leadership styles in attaining organizational objectives. Investing in leadership development programs can facilitate the acquisition of essential skills by managers and leaders, enabling them to adopt a hybrid leadership style. Furthermore, it is recommended that organizations implement a hybrid leadership approach in order to attain maximum organizational effectiveness. It is recommended that individuals prioritize the establishment of constructive interpersonal connections with their team constituents and furnish them with requisite assistance to attain their objectives. Ultimately, it is recommended that entities promote a hybrid leadership approach among their managerial and leadership personnel and furnish them with adequate resources to proficiently execute this approach. (Fort, 2015)

The study has examined the effects of hybrid leadership on organizational performance and has arrived at a conclusive statement. The research outcomes suggest that the implementation of hybrid leadership has a noteworthy and favorable influence on various performance metrics, including but not limited to profitability, employee involvement, customer contentment, and innovation. The research outcomes indicate that it would be beneficial for organizations to contemplate the implementation of a leadership approach that combines different styles to attain the most favorable level of organizational performance. To attain optimal organizational performance, it is recommended that managers and leaders cultivate their leadership abilities and embrace a hybrid leadership approach. It is recommended that organizations allocate resources toward leadership



development initiatives and promote the adoption of a hybrid leadership approach among their managers and leaders in order to attain maximum organizational effectiveness. (Greenberg, 2013)

Conclusion

This study has investigated the influence of hybrid leadership on the performance of an organization and has determined that it has a noteworthy effect. The findings of the study indicate that hybrid leadership exerts a significant and positive impact on diverse performance indicators, encompassing profitability, employee involvement, client contentment, and creativity, among others. The findings of the study suggest that adopting a leadership strategy that integrates multiple styles could yield beneficial results for organizations seeking to optimize their performance.

The study's results indicate that leaders who possess hybrid characteristics demonstrate proficiency in effectively managing both task-oriented and people-oriented behaviors, leading to improved organizational performance. The findings of the investigation are consistent with prior research that has examined the relationship between leadership methodologies and the efficacy of a company.

The implications of the results obtained from this inquiry have diverse consequences for individuals occupying managerial and leadership roles. It is crucial for managers and leaders to first prioritize the development of their leadership skills and adopt a hybrid leadership style to achieve optimal organizational effectiveness. Furthermore, it is advised that establishments allocate resources toward leadership development programs with the objective of equipping their managers and leaders with the necessary skills to proficiently execute a hybrid leadership strategy. It is advisable for organizations to encourage the incorporation of a hybrid leadership approach among their managers and leaders. Additionally, it is crucial to provide sufficient support to facilitate the effective implementation of this style.

The current research highlights the importance of leadership styles in achieving organizational goals. Based on the findings of the study, it is not recommended for organizations to rely on a singular leadership approach as a means of achieving their goals. Research suggests that a hybrid leadership style, which incorporates both task-oriented and people-oriented behaviors, is optimal for achieving peak performance. The study's results hold noteworthy ramifications for managers, leaders, and organizations. The adoption of a hybrid leadership style is suggested as a means for organizations to achieve optimal levels of performance.



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