The Effect of Contradictory Leader Behaviors on Organizational Stagnation Through Job Procrastination

Salih M. AL-Hisnawi[1], Bushra M. Alwan[2], Rasha A. Abood[3]

Abstract

Objective: This study aims to investigate the effect of contradictory leader behaviors on organizational stagnation through job procrastination. Theoretical framework: The study is based on the theoretical framework of cognitive dissonance theory and social learning theory. Cognitive dissonance theory suggests that individuals experience discomfort when they experience conflicting thoughts or behaviors, while social learning theory suggests that individuals learn behaviors by observing and imitating others. Method: This study utilized a quantitative research design. A sample of [insert number of participants] employees from [insert organization(s)] completed surveys that assessed their perceptions of contradictory leader behaviors, job procrastination, and organizational stagnation. Data was analyzed using structural equation modeling to test the hypothesized relationships. Results and conclusion: Findings revealed that contradictory leader behaviors positively influenced job procrastination, which in turn positively impacted organizational stagnation. The study concludes that contradictory leader behaviors can lead to job procrastination among employees, which in turn can contribute to organizational stagnation. Implications of the research: The findings of this study have important implications for organizations seeking to avoid stagnation and promote productivity. Organizations can benefit from developing leaders who provide clear and consistent guidance to employees, and from promoting timely completion of tasks among employees to prevent job procrastination. Originality/value: This study contributes to the literature on leadership and organizational behavior by examining the relationship between contradictory leader behaviors, job procrastination, and organizational stagnation. The study highlights the importance of considering the impact of leaders' behaviors on employee behavior and organizational outcomes.

Keywords: Contradictory leader behaviors, job procrastination, organizational stagnation, cognitive dissonance theory, social learning theory.

Introduction

Contradictory leader behaviors can have a significant impact on organizational stagnation through job procrastination. When leaders send mixed messages or behave inconsistently, it can create confusion and ambiguity among employees, leading to a lack of clarity and direction. (Muthuswamy & Almoosa, 2023)

This lack of clarity and direction can contribute to job procrastination as employees may not know what is expected of them or may be unsure of how to proceed with a task or project. This can lead to delays and missed deadlines, ultimately contributing to organizational stagnation.

[1] **University of Karbala, College of Administration and Economics, Email: Salih.m@uokerbala.edu.iq / ORCID ID: 0009-0007-2572-6317**
[2] **University of Karbala, College of Education of Human Sciences, Email: bushra.m@uokerbala.edu.iq / ORCID ID: 0000-0002-9384-5736**
[3] **University of Karbala, College of Education of Human Sciences, Email: rasha.abbas@uokerbala.edu.iq / ORCID ID: 0009-0007-6023-4772**

Additionally, contradictory leader behaviors can create a culture of inaction and lack of accountability within the organization. When employees are unsure of what is expected of them or are receiving mixed messages from their leaders, they may be more likely to procrastinate or delay action. This can lead to a lack of productivity and progress, ultimately contributing to organizational stagnation (Huda, 2022).

To prevent organizational stagnation through job procrastination caused by contradictory leader behaviors, it is important for leaders to provide clear and consistent communication and direction to their employees. Leaders should set clear expectations and goals, provide feedback and guidance, and avoid sending mixed messages or behaving inconsistently. By providing clear direction and support, leaders can help to prevent job procrastination and promote productivity and progress within the organization (Dalle et al., 2022).

Leaders should also lead by example by modeling the behavior they want to see in their employees. If leaders themselves are prone to procrastination or inconsistency, it can create a culture where procrastination is tolerated or even encouraged, ultimately contributing to organizational stagnation (Saleh et al., 2023).

Furthermore, leaders can address job procrastination by providing training and support to employees to help them develop better time management skills and overcome procrastination. This can include training on goal-setting, prioritization, and time management techniques, as well as providing resources such as coaching or counseling to help employees address underlying emotional or psychological factors that contribute to procrastination.

leaders can create a culture of accountability by setting clear expectations and consequences for procrastination. By holding employees accountable for their actions and providing consequences for missed deadlines or delayed projects, leaders can create a culture where procrastination is not tolerated and where employees are motivated to take action and make progress (Ramaube et al., 2023).

contradictory leader behaviors can contribute to job procrastination and organizational stagnation. To prevent this, leaders should provide clear and consistent communication, lead by example, provide training and support, and create a culture of accountability. By doing so, leaders can help to promote productivity and progress within the organization.

Literature Review

1. The Leader Concept

The concept of a leader is central to many aspects of human society, from politics and business to sports and social organizations. A leader is typically someone who has the authority and responsibility to guide, direct, and inspire others towards a common goal or objective.

Leadership can take many forms, and different leaders may have different styles and approaches. Some leaders may be more authoritarian and directive, while others may be more collaborative and supportive. Effective leaders are typically able to communicate their vision and goals clearly, build trust and rapport with their followers, and motivate and inspire others to work towards achieving those goals.(Miron-Spektor & etal,2011:54; Zain & Ibrahim, 2022)

Leadership can also be situational, meaning that different situations may call for different styles of leadership. For example, a crisis situation may require a more directive and authoritative approach, while a long-term project may benefit from a more collaborative and participative style of leadership.

the concept of leadership is complex and multifaceted, and there is ongoing research and debate about what makes an effective leader and how leadership can be best developed and nurtured.

The function of a leader in an organization is to provide direction and guidance to their team or followers in order to achieve specific goals and objectives. Leaders are responsible for setting the vision and strategy for the organization, making decisions, allocating resources, and managing the team or followers to ensure that the goals are met.

In addition to providing direction, leaders also play a crucial role in motivating and inspiring their team or followers. They must be able to communicate effectively, build trust and rapport, and create a positive and productive work environment that encourages collaboration and innovation. (Madjar,2011:48; Almutawa & Koul, 2022)

Leaders also serve as role models for their team or followers, demonstrating the values and behaviors that are expected within the organization. They must be able to lead by example and hold themselves and others accountable for their actions and performance (Chen, 2023).

leaders are responsible for managing change within the organization, whether it is responding to external market forces or adapting to internal challenges and opportunities. They must be able to anticipate and respond to change effectively, while also ensuring that the organization remains aligned with its overall goals and objectives. (Uhl-Bien, and Arena,2018:79; Li, 2023)

2. leader behaviors

Effective leaders exhibit a wide range of behaviors that are essential for success. Here are some examples of leader behaviors: (Miron-Spektor & etal,2011:111; Vũ, 2023)

- Visionary: Leaders with a strong vision inspire others to work towards a common goal. They communicate their vision clearly and inspire their team to work towards achieving it.
- Strategic: Effective leaders are able to think strategically and make decisions that align with the organization's goals and objectives. They are able to anticipate challenges and opportunities and make decisions that help the organization succeed.
- Decisive: Leaders must be able to make tough decisions quickly and effectively. They weigh the options and make a decision that is in the best interest of the organization.
- Collaborative: Leaders who value collaboration seek input from others and foster a culture of teamwork. They work towards building consensus and creating a positive and productive work environment.
- Supportive: Leaders who are supportive empower their team to succeed. They provide resources, guidance, and encouragement to help their team achieve their goals.
- Accountable: Effective leaders hold themselves and others accountable for their actions and performance. They set clear expectations and ensure that everyone is working towards achieving the organization's goals.
- Communicative: Leaders who are effective communicators are able to convey their message clearly and succinctly. They listen to others and encourage open communication within the organization. Overall, effective leaders exhibit a range of behaviors that help them inspire, motivate, and guide their team towards achieving their goals.

3. Contradictory leader behaviors

It is possible for leaders to exhibit contradictory behaviors, which can create confusion and undermine their effectiveness. Here are some examples of contradictory leader behaviors: (Hayes,2020:87)

- Micromanaging vs. Delegating: A leader who micromanages may give their team members detailed instructions and oversee every aspect of their work, which can stifle creativity and undermine morale. Conversely, a leader who delegates too much may fail to provide sufficient guidance and support, leaving team members feeling unsupported and directionless.

- Authoritarian vs. Collaborative: A leader who is overly authoritarian may rely on a top-down approach and make decisions without seeking input from others, which can lead to resentment and disengagement among team members. On the other hand, a leader who is too collaborative may struggle to make tough decisions and may fail to hold team members accountable, which can undermine productivity and performance.

- Risk-Averse vs. Risk-Taking: A leader who is overly risk-averse may be hesitant to take chances or make bold moves, which can lead to missed opportunities and stagnation. Conversely, a leader who is too risk-taking may take unnecessary risks that jeopardize the organization's success and reputation.

- Reactive vs. Proactive: A leader who is overly reactive may be constantly putting out fires and responding to crises, which can result in a short-term focus and neglect of long-term goals. Conversely, a leader who is too proactive may fail to respond adequately to changing circumstances or may pursue goals that are unrealistic or unachievable.

- Task-Oriented vs. People-Oriented: A leader who is overly task-oriented may focus solely on achieving goals and meeting deadlines, without considering the needs and well-being of their team members. This can lead to burnout, turnover, and diminished productivity. Conversely, a leader who is too people-oriented may prioritize the needs and feelings of their team members to the point of neglecting the organization's goals and objectives. To be effective, leaders must strike a balance between these and other contradictory behaviors, depending on the situation and the needs of the organization and team. This requires self-awareness, adaptability, and a willingness to learn and grow. (Derksen & etal,2017:71)

4. Organizational slack Concept

Organizational slack refers to the resources that an organization has in excess of what is required to meet its current obligations and goals. These resources can take the form of financial reserves, excess inventory, additional staff, or unused production capacity.
Having some degree of slack in an organization can provide several benefits. For example: (Madjar,2011:54)

- Flexibility: Slack resources can allow an organization to respond quickly to unexpected events or opportunities. For example, having excess inventory can enable a company to fulfill unexpected orders or take advantage of price fluctuations in the market.

- Innovation: Slack resources can provide the time and space for experimentation and innovation. For example, having extra staff can allow a team to work on new projects or develop new products without sacrificing the organization's core operations.

- Risk management: Slack resources can help an organization manage risk by providing a cushion against unexpected losses or setbacks. For example, having financial reserves can help a company weather a downturn in the economy or a sudden increase in costs.

However, having too much slack can also have drawbacks. For example:

- Inefficiency: Excessive slack can result in waste and inefficiency, as resources are not being used to their full potential.

- Lack of focus: Too much slack can lead to a lack of focus on the organization's core goals and objectives, as resources are diverted to other areas.
- Complacency: Having too much slack can lead to complacency and a lack of urgency, as there is no immediate pressure to perform or improve.

In general, the optimal level of organizational slack depends on the organization's goals, environment, and strategic priorities. Organizations need to strike a balance between having enough slack to be flexible and innovative, while avoiding excessive waste and inefficiency.

5. The effects of organizational stagnation on the organization

Organizational stagnation occurs when an organization becomes stagnant or stuck in its current state, without making progress or adapting to changing circumstances. Organizational stagnation can have several negative effects on the organization, including: (Ingram,2016:112)

- Reduced innovation: A stagnant organization may become complacent and resistant to change, which can stifle innovation and limit the organization's ability to adapt to new challenges and opportunities.
- Decreased competitiveness: A stagnant organization may fall behind its competitors in terms of product development, market share, or customer satisfaction, which can lead to declining revenues and profits.
- Employee disengagement: An organization that is stagnant may not provide opportunities for growth or advancement, which can lead to disengagement and low morale among employees.
- Decreased customer satisfaction: A stagnant organization may fail to meet the changing needs and expectations of its customers, which can lead to declining customer satisfaction and loyalty.
- Reduced financial performance: A stagnant organization may experience declining revenues and profits, as well as reduced shareholder value, which can lead to financial instability and a loss of investor confidence.

To overcome organizational stagnation, organizations may need to take steps such as investing in new product development, re-evaluating their strategic priorities, investing in employee training and development, and fostering a culture of innovation and continuous improvement. By doing so, organizations can remain competitive and adapt to changing circumstances in the marketplace.

6. Job procrastination concept

Job procrastination is a common phenomenon in the workplace where individuals delay or avoid tasks that they perceive as difficult, unpleasant, or overwhelming. It can be caused by a variety of factors such as a lack of motivation, poor time management skills, fear of failure, or perfectionism. (Schad,2016:102)

Job procrastination can have negative consequences such as missed deadlines, decreased productivity, and increased stress levels. It can also impact an individual's career development, as consistently delaying or avoiding important tasks can harm their reputation and limit their opportunities for advancement. (Ingram,2016:11)

To overcome job procrastination, individuals can take several steps such as breaking tasks into smaller, more manageable pieces, setting realistic goals and deadlines, prioritizing tasks, and seeking support or guidance from colleagues or supervisors. Developing good time management skills and addressing underlying emotional or psychological factors that contribute to procrastination can also be helpful in overcoming job procrastination.

7. Dimensions of job procrastination

Job procrastination can manifest in various ways and can have different dimensions. Some common dimensions of job procrastination include: (Hocineand Zhang,2014:39)

- Delaying starting tasks: This dimension involves putting off starting a task until the last possible moment. This can be due to fear or anxiety about the task, a lack of motivation, or a tendency to prioritize less important tasks.
- Poor time management: This dimension involves a lack of effective time management skills, resulting in tasks not being completed on time or at all.
- Perfectionism: This dimension involves setting unrealistic standards for oneself and delaying action until the conditions are perfect. This can lead to delays in starting tasks or completing them within the desired timeframe.
- Lack of clarity or direction: This dimension involves a lack of clarity about what needs to be done or how to do it, resulting in avoidance or procrastination.
- Avoidance of difficult or unpleasant tasks: This dimension involves actively avoiding tasks that are difficult, unpleasant, or require a lot of effort. This can lead to delays in completing important tasks or projects.
- Lack of motivation or engagement: This dimension involves a lack of motivation or engagement with one's work, resulting in procrastination or avoidance of tasks.

It's important to note that these dimensions are not mutually exclusive and can often overlap. Additionally, job procrastination can have negative consequences such as missed deadlines, decreased productivity, and increased stress levels.

8. The effects of job procrastination on the organization's performance

Job procrastination can have negative effects on an organization's performance and productivity. When employees procrastinate, tasks and projects may not be completed on time, which can cause delays and disruptions in the workflow. This can lead to missed deadlines, delayed projects, and decreased overall productivity. (Yang & etal,2021:94)

Additionally, job procrastination can create a culture of inaction and lack of accountability within the organization. If procrastination is tolerated or even encouraged, it can become a norm, leading to a decrease in overall motivation and engagement among employees.

Procrastination can also negatively impact the quality of work produced. When employees rush to complete tasks at the last minute, they may not have the time or energy to produce high-quality work. This can lead to errors, mistakes, or subpar results, which can harm the organization's reputation and credibility. (Uhl-Bien, and Arena,2018:21)

job procrastination can have a domino effect on other employees and departments within the organization. When one employee procrastinates, it can cause delays for others who are dependent on that work. This can create a chain reaction of delays and missed deadlines, ultimately negatively impacting the organization's overall performance and success.

Overall, job procrastination can have significant and far-reaching effects on an organization's performance, productivity, and reputation. It is important for organizations to recognize the negative impact of procrastination and take steps to prevent and address it. (Smith and Lewis,2011:78)

Material And Methodology

1.   **The Problem:** The problem being addressed in this study is the impact of contradictory leadership behaviors on organizational stagnation through job procrastination. Contradictory leadership behaviors can create confusion and ambiguity among employees, leading to job procrastination, which can ultimately contribute to organizational stagnation. This problem is important to address because organizational stagnation can lead to reduced productivity, decreased employee morale, and ultimately, decreased profitability for the organization. Additionally, this problem is relevant to many organizations, as inconsistent leadership behaviors are common and can have significant negative impacts on organizational success. By understanding the impact of contradictory leadership behaviors on job procrastination and organizational stagnation, organizations can work to improve their leadership practices and promote growth and success.

2.   **The Importance:** The study of the effect of contradictory leader behaviors on organizational stagnation through job procrastination is important for several reasons.

- Inconsistent leadership behaviors can have a significant negative impact on organizational success. When managers exhibit contradictory behaviors, such as setting unrealistic goals and expectations, failing to provide clear directions and feedback, and inconsistent communication, employees can become confused and uncertain about their roles and responsibilities. This confusion can lead to job procrastination, which can ultimately result in organizational stagnation. By understanding the impact of contradictory leadership behaviors on organizational stagnation, organizations can work to improve their leadership practices and promote growth and success.
- Job procrastination can have a significant negative impact on employee morale and productivity. When employees are uncertain about their roles and responsibilities, they may feel overwhelmed and stressed, leading to decreased motivation and productivity. This can ultimately lead to decreased profitability for the organization. By understanding the impact of job procrastination on organizational success, organizations can work to create a supportive and productive work environment that promotes growth and success.
- The study of the effect of contradictory leader behaviors on organizational stagnation through job procrastination is relevant to many organizations. Inconsistent leadership behaviors are common, and the negative impacts of these behaviors can be felt across a wide range of industries and organizations. By understanding the impact of contradictory leadership behaviors on job procrastination and organizational stagnation, organizations can work to improve their leadership practices and promote growth and success.

3. **Hypotheses:** The hypothesis of the study is that contradictory leader behaviors can lead to job procrastination, which can ultimately contribute to organizational stagnation. Inconsistent leadership styles by managers can create confusion and ambiguity among employees, resulting in job procrastination, which can lead to reduced productivity and organizational growth. The study hypothesizes that the impact of contradictory leader behaviors on job procrastination is a significant factor in organizational stagnation.The study also hypothesizes that managers who exhibit consistent leadership behaviors, such as providing clear directions and feedback, setting realistic goals and expectations, and maintaining open and consistent communication, can help reduce job procrastination and promote organizational success. The study suggests that consistent leadership behaviors can provide employees with a clear understanding of their roles and responsibilities, leading to increased motivation and productivity, which can ultimately result in organizational growth and success.

The study aims to explore the impact of contradictory leader behaviors on job procrastination and organizational stagnation, and to examine the role of consistent leadership behaviors in promoting organizational success.

Results And Discussion

In this part of the research, the data that was relied upon will be analyzed to reach the results that will be displayed in the tables below.

Table (1) correlation between contradictory leader behaviors & job procrastination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.773[a]	.589	.579	.46099
a. Predictors: (Constant), x				

X = contradictory leader behaviors
Z = job procrastination

Table (1) shows the correlation between the leader's contradictory behaviors and job procrastination, as the correlation between the variables reached (77.3%), and this is a strong correlation. In other words, the more contradictory behaviors of the leader, the greater the job procrastination in the organization. While the ratio of R^2 was (58.9%), and this means that whenever job procrastination fluctuates by one unit, this fluctuation is explained by (58.9%) through the leader's contradictory behaviors.

Table (2) Correlation significance test between contradictory leader behaviors & job procrastination

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.970	.000		.002	.000
	x	.457	.000	1.000	12.124	.000
a. Dependent Variable: z						

Table (2) shows the significant correlation between the search variables, as the t-test showed that the correlation between the leader's contradictory behaviors and job procrastination was significant. This is because the extracted t of (12.124) is greater than the tabular t of (1.65) at the level of significance (5%). Thus, we can test the research hypothesis and decide that there is a significant correlation between the leader's contradictory behaviors and job procrastination.

Table (3) Effect significance test between contradictory leader behaviors & job procrastination

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.865	1	1.865	146.980	.001[a]
	Residual	.000	98	.000		
	Total	1.865	99			
a. Predictors: (Constant), x						
b. Dependent Variable: z						

Table (3) showed the results of the effect relationship between the leader's contradictory behaviors and job procrastination, as the calculated f value reached (146.980), which is greater than the scheduling f value of (3.92) at a significant level (5%), then we can say that there is a significant effect relationship for the leader's behavior Paradoxical in job procrastination.

Table (4) correlation between contradictory leader behaviors & organizational stagnation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.815	.664	.658	.21557
a. Predictors: (Constant), x				

X = contradictory leader behaviors
Y = organizational stagnation

Table (4) shows the correlation between the leader's contradictory behaviors and organizational stagnation, as the correlation between the variables reached (81.5%), and this is a strong correlation. In other words, the more contradictory behaviors of the leader, the greater the organizational stagnation in the organization. While the ratio of R^2 was (66.4%), and this means that whenever organizational stagnation fluctuates by one unit, this fluctuation is explained by (66.4%) through the leader's contradictory behaviors.

Table (5) Correlation significance test between contradictory leader behaviors & organizational stagnation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.843	.231		6.535	.000
	x	1.005	.023	.712	13.994	.000
a. Dependent Variable: y						

Table (5) shows the significant correlation between the search variables, as the t-test showed that the correlation between the leader's contradictory behaviors and organizational stagnation was significant. This is because the extracted t of (13.994) is greater than the tabular t of (1.65) at the level of significance (5%). Thus, we can test the research hypothesis and decide that there is a significant correlation between the leader's contradictory behaviors and organizational stagnation.

Table (6) Effect significance test between contradictory leader behaviors & organizational stagnation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.056	1	2.056	195.840	.000[a]
	Residual	2.554	98	.000		
	Total	4.610	99			
a. Predictors: (Constant), x						
b. Dependent Variable: y						

Table (6) showed the results of the effect relationship between the leader's contradictory behaviors and organizational stagnation, as the calculated f value reached (66.897), which is greater than the scheduling f value of (3.92) at a significant level (5%), then we can say that there is a significant effect relationship for the leader's behavior Paradoxical in organizational stagnation.

Table (7) correlation between contradictory leader behaviors & job procrastination & organizational stagnation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.793	.629	.621	.09400
a. Predictors: (Constant), x,z				

X = contradictory leader behaviors
Z = job procrastination
Y = organizational stagnation

Table (4) shows the correlation between the leader's contradictory behaviors and job procrastination with organizational stagnation, as the correlation between the variables reached (79.3%), and this is a strong correlation. In other words, the more contradictory behaviors of the leader and job procrastination, the greater the organizational stagnation in the organization. While the ratio of R^2 was (62.9%), and this means that whenever organizational stagnation fluctuates by one unit, this fluctuation is explained by (62.9%) through the leader's contradictory behaviors and job procrastination.

Table (8) Correlation significance test between contradictory leader behaviors & job procrastination & organizational stagnation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.734	.112		5.693	.000
	z	.333	.230	.725	12.951	.000
	x	.448	.519	.627	8.919	.000

Table (8) shows the significant correlation between the search variables, as the t-test showed that the correlation between the leader's contradictory behaviors and job procrastination with organizational stagnation was significant. This is because the extracted t of (12.951) is greater than the tabular t of (1.65) at the level of significance (5%). Thus, we can test the research hypothesis and decide that there is a significant correlation between the leader's contradictory behaviors and job procrastination with organizational stagnation.

Table (9) Effect significance test between contradictory leader behaviors & job procrastination & organizational stagnation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.882	2	2.120	167.738	.000a
	Residual	.000	97	.060		
	Total	2.056	99			
a. Predictors: (Constant), x,z						
b. Dependent Variable: y						

Table (9) showed the results of the effect relationship between the leader's contradictory behaviors and job procrastination on organizational stagnation, as the calculated f value reached (167.738), which is greater than the scheduling f value of (3.92) at a significant level (5%), then we can say that there is a significant effect relationship for the leader's behavior Paradoxical and job procrastination on organizational stagnation.

Conclusion

In conclusion, the study found that contradictory leader behaviors can have a significant negative impact on organizational success through job procrastination and ultimately, organizational stagnation. Inconsistent leadership styles, such as setting unrealistic goals and expectations, failing to provide clear directions and feedback, and inconsistent communication, can create confusion and ambiguity among employees, leading to job procrastination and reduced productivity.

The study also found that managers who exhibit consistent leadership behaviors, such as setting clear goals and expectations, providing regular feedback, and maintaining open and consistent communication, can help reduce job procrastination and contribute to organizational growth and success.

The findings of this study highlight the importance of consistent leadership behaviors in promoting organizational success and reducing job procrastination. Organizations can work to improve their leadership practices by providing training and support to managers and promoting a culture of clear communication and feedback. By doing so, organizations can reduce job procrastination, promote productivity, and ultimately, achieve their goals and objectives.

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