Workplace Ostracism as a Mediating Variable in the Relationship between Paradoxical Leader Behaviours and Organizational Inertia

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Background and Purpose: Many organizations suffer from an increased in the paradoxical behaviours of leaders, leading to followers to feel lonely and the workplace ostracism, which negatively effects the emergence of organizational inertia. The main purpose of this study is to examine direct and indirect effect of paradoxical leader behaviours on organizational inertia through the mediating role of the workplace ostracism.

Design/Methodology/Approach: Using the convenience sampling technique, a self-administered survey was conducted at the level of a sample (n = 564) of employees in the factories of the State Company for Textile and Leather Industry in Iraq. Structural equation modelling (SEM) was employed to test the proposed research model using the AMOS v.24 software.

Results: The findings revealed that paradoxical leader behaviours have a significant effect on workplace ostracism and organizational inertia. Further, workplace ostracism significant effect on organizational inertia. In addition, the study empirically supports the mediating effect of workplace ostracism on the relationship between paradoxical leader behaviours and organizational inertia.

Conclusion: When paradoxical behaviours arise in the behaviour of an organization's leaders, it will have an influence on the emergence of workplace ostracism amongst employees, hence the subsequent emergence of organizational inertia in general in the work environment. Based on these results, this study should be of help to leaders in avoiding paradoxical behaviours in terms of maintaining a certain equilibrium in dealing with employees to find a positive work environment that reduces staff ostracism, and thus organizational inertia.

Key words: Paradoxical Leader Behaviours, Workplace Ostracism, Organizational Inertia

1 Introduction

Some forms of behaviour of leaders in organizations may negatively affect their performance. One of them is paradoxical behaviour, as the paradoxical leader performs paradoxical behaviour even against himself or herself by changing his or her opinions periodically, but which reflects negatively in subordinates' behaviour towards the leader through effectively boycotting him/her (Zhang et al., 2015). However, paradoxical leader behaviour can enhance the role of the work of subordinates, and leaders can set an example by showing employees how to accept and embrace paradoxes in complex environments (Pearce et al., 2019). One of the reasons why a leader is paradoxical is related to environmental changes, that is, the process of change and different cultures, which result in him facing a multitude of options that may themselves appear or be paradoxical, increasing tension and adding to the difficulties of leadership (Jia et al., 2018).

However, there may be obstacles to the leader making other decisions which in turn results in negative feelings and duplication of work among subordinates, thus decreasing their confidence in their leader (Luscher, 2019).

Even where paradoxes are not directly created because of a leader's behaviour but rather due to conflicting pressures, this can still lead to a state of ostracism of that leader by their subordinates, as they are generally not aware of all the variables related to leadership (Aggestam & Hyde-Price, 2019). Such ostracism by the subordinates in the work environment towards their leader can be particularly significant, and indeed dangerous, when it leads to them ignoring administrative decisions, which can lead the organization into a state of inertia, that is, without any actual growth (William & Nida, 2016). This in turn can result in increased antipathy towards the leader, in this case due to loss of communication (of some form) between the leader and the subordinates as a result of the initial ostracism resulting from the leader's paradoxical decisions (Li & Tian, 2016). Workplace ostracism occurs in all organizations, cultures and nations; it reduces the number of opportunities for social interaction and negatively affects the health and psychological behaviour of employees in terms of their attitudes towards work, leading to high levels of stress, emotional exhaustion, and increased levels of deviation in the workplace (Lane, 2017). Therefore, the organization, over time, will move into a state of stagnation and inactivity, such that its response to its business environment will become weak and it will also become unable to implement its strategic plans; ultimately, organizations can and will fail in the face of such organizational inertia. If this situation persists, it will certainly lead to the death of the organization from within (Chung & Kim, 2017).

Consequently, the purpose of this study is to investigate the mediating role of workplace ostracism on the relationship between the leader's contradictory behaviours and organizational Inertia in the General Company for Textile and Leather Industries in Iraq. Consequently, our study will try to address the gap represented by the lack of clarity of the relationship between the paradoxical leader behaviours, workplace ostracism and the organizational Inertia in the literature in order to reduce its negative effects by proposing an empirical model that includes testing four main hypotheses that explain the nature of the relationship between these variables. In addition, it will meet the needs of the industrial sector in Iraq for such studies due to the role of this sector affecting in Iraqi society. According to the discussion above, the following questions have guided the study design:

- How does paradoxical leader behaviour influence workplace ostracism?
- How does workplace ostracism influence organizational inertia?
- How does paradoxical leader behaviour influence organizational inertia?
- How does workplace ostracism mediate the relationship between paradoxical leader behaviour and organizational inertia?

2 Theoretical background

2.1 Paradoxical Leader Behaviour and Workplace Ostracism

Vocabulary Dictionary 2019 defines a paradox as anything that has two apparently contradictory meanings, where there is no logic by which these two meanings can coexist. The roots of this word (paradoxical) go back to Greek and translate as "dissenting opinion" and which represent the collision of two different views in a single statement or work. In this paper we take the view that paradox and dialectics provide for understanding leaders paradoxes different yet equally and simultaneously valid. Paradoxes are defined as dynamic tensions between opposite elements that together form a unity and logically presuppose each other for their very existence and meanings (Hargrave & Van de Ven, 2016). In this case, Alfes & Langner (2017) pointed out that the "paradoxical leadership style", which can be described as competing but interrelated leadership behaviour, is used to simultaneously meet the demands of competing subordinates. According to Zhang et al. (2015) and Wilkinson (2019), organizations are increasingly facing complex, volatile and uncertain environments, which are in themselves tense because of the contradiction between individual and organizational needs. Such circumstances require leaders to engage in managing dialectical tension and conflicting demands. Bolden et al. (2016) pointed out that paradox is absurd, and, although it has powerful foundations, self-paradoxical or absurdity can be used to describe a person or object that contradicts preconceived notions of what is moderate or possible. Cronin & Genovese (2015), Yang et al. (2019), and Osland & Wang (2014) all noted that differences between cultures, challenges within industry, long- and short-term periods of time, and different measures of success affect leaders' paradoxical behaviour.

Workplace ostracism occurs when an individual or group ignores actions that involve other organizational members when this would otherwise have been socially appropriate (Lane, 2017). There is value in having a definition that also captures and clarifies the core characteristic shared by a set of behaviours; that is, what do exclusion, shunning, ignoring, and rejecting share in common that justifies placing them under a general construct labelled "ostracism"? Identifying the core feature will help us to understand their shared antecedents and impact as well as provide the conceptual boundaries around the construct of ostracism, providing guidance about which behaviours it can include (beyond those listed) and distinguishing it from other related phenomena (Robinson et al., 2013). Some researchers identified six benefits of workplace ostracism: self-protection, restoring justice, protecting the group, promoting constructive behaviour, and group cohesion and identity (Eickholt & Goodboy, 2017; Chang et al.,

2019). Lane's (2017) definition above combines specific forms of behaviour with different terms such as ostracism and exclusion, ignoring and avoiding the participation of an essential element and failure to engage socially with the other in the work. William & Nida (2016) found that ostracism is negatively associated with psychological and physical well-being, and that workplace ostracism leads to increased emotional exhaustion and feelings of anxiety.

Paradoxical leader behaviour is one of the more significant precursors to the emergence of workplace ostracism by subordinates, as the leader's behaviour is paradoxical even to himself through the inconsistencies in his actions with time, which ultimately reflects negatively on performance (Zhang et al., 2015). There are obstacles that appear before the leader in terms of being able to make other decisions which are paradoxical, and which generates a sense of frustration and duplication amongst subordinates, reducing their confidence in their leader regardless of the factors that caused the behaviour that led to that individual to undertake paradoxical decision making in the first place, and is the reason for the emergence of a state of ostracism by subordinates towards their leader (Bolden et al., 2016). This reflects the perceived organizational support role that strengthens the relationship between the leader and employee and maximizes his level of satisfaction and commitment (Albalawi et al., 2019).

Based on the above discussion, the following hypothesis can be proposed:

H1: Paradoxical leader behaviour has a positive effect on workplace ostracism.

2.2 Workplace Ostracism and Organizational Inertia

Workplace ostracism can be meaningful when individuals are aware of their unwillingness to engage with another person socially and do so with intentions that could harm the organization's goals or further their exclusion (Chung, 2018). Fiset et al. (2017) argue that workplace ostracism negatively affects organizations' goals and leads to reduced productivity, high turnover and high costs related to re-employment and training. It thus embodies the common element of a wide range of behaviour between members and organizational groups including collective exclusion, rejection, avoidance, disregard, and the treatment of another element as invisible at work (Rudert et al., 2019).

The word 'inertia' is of Latin origin, "*Iners*", which means "inactivity and laziness". Newton defined inertia as "every object remains in a state of rest or uniform movement unless acted upon by an unbalanced, external force." Therefore, organizational inertia is a phenomenon of stagnant organizations and an essential element of organizational behaviour and save the capacity when inertia is gradually integrated with organizational practices (Huang et al., 2013). According to Clegg & Bailey (2007), organ-

izational inertia hinders organizational adaptation, reduces the effectiveness of administrative activities and at the same time acts as a primary source of resistance to change. Carroll & Hannan (2004) added that organizational inertia makes organizations' responses to change of all kinds slow or almost impossible, and organizational flexibility is lost because of it. Puhan (2008) added that organizational inertia leads to tensions and paradoxes between exploration and exploitation. Chauvel (2011) added that organizational inertia places restrictions on experiential education and structural change within an organization.

Workplace ostracism also leads to high levels of anxiety, emotional attrition, increased pressure and deviation in the workplace, due to which the organization will move into a state of deterioration and inertia over time and which will be reflected in lower overall performance and resistance to the change sought by leaders from the outset, weakening the organization and leaving it unable to implement its strategies and failing in its general activities, ultimately suffering from the inertia to its major plans and structures (Chung & Kim, 2017). As such, it is a fundamental reason for the weakening of the relationship between a leader and their subordinates, the loss of confidence, the hostility, and the weakness at work which results in many of the more serious workplace problems (Aggestam et al., 2017).

Based on the above discussion, the following hypothesis can be proposed:

H2: Workplace ostracism has a positive effect on emergence of organizational inertia.

2.3 Paradoxical Leader Behaviour and Organizational Inertia

Laureir-Martinez (2017) argues that paradoxical leadership behaviour refers to the behaviours of leaders competing with each other so as to meet competing workplace requirements simultaneously and over time. Mammassis & Schmid (2018) added that paradoxical leader behaviour leads to a kind of duplication among developers. Zhu et al. (2017) added that paradoxical leader behaviour seems to be that of a competing leader to allow them to meet the requirements of the workplace simultaneously and over time. Luscher (2019) pointed out a number of characteristics of paradoxical leadership: showing confidence in subordinates, being open, fighting for their unity, planning their time, promising to express their opinions, foresight, ability to analyse opinions, possessing a certain dynamic and patience, and having confidence in themselves.

Jia et al. (2018) & Pearce et al. (2019) emphasized a set of characteristics that define paradoxical leader behaviour (total thinking, integrative complexity, organic versus mechanical structure, creative behaviour, adaptive behaviour, proactive behaviour). Zhang et al. (2015) identified dimensions of the paradoxical leader behaviours in a realistic way at the level of business organizations : equal treat-

ment of subordinates while allowing individualization, combining self-centeredness with others centeredness, maintaining control of decisions while allowing for independence, strengthening work requirements while allowing for flexibility, and maintaining distance and closeness. According to Grams & Farrell (2008), organizational inertia is a spontaneous and deep change whose presence is difficult to detect. Steady long-term leadership is required in order to withstand setbacks, survive and overcome organizational inertia. Barnett & Pontikes (2008) noted that organizations suffer from organizational inertia when the speed at which they reorganize is less than the rate of change in their environmental conditions, and organizational inertia and resistance to change increases with age. Naslund & Pemerm (2012) added that organizational inertia is the inability to change stories and tone because the organizational approach requires organizational change and transformation. Godkin & Allcom (2008) further added that organizational inertia takes two forms: the inertia of foresight and the inertia of work. Hung (2015) argued that organizational inertia occurs when organizations seek to build specific knowledge which is contrary to the theory of organizational adaptation. Organizational inertia may occur as a result of the totality of tensions and paradoxes between a leader and their subordinates, as well as a result of the discrepancies between exploratory and exploitative activities (Puhan, 2008).

Barnett & Pontikes (2008) noted that high organizational inertia negatively affects organizations' performance and occurs when a leader's actions are paradoxical and the process of internal change is much slower than the rate of change of the organization's environmental conditions, and leads to a sense of loneliness and frustration within the workplace because of being ignored or due to problems with a leader or co-workers. Inertia, poor administrative activities, and difficulty with work result in the internal pressures and negative climates that may arise due to weak relations between co-workers and poor relationships with leaders (Sakuraki, 2016). This can negatively affect the employees 'awareness of the importance of the relationship with the leader and thus their reduced capabilities, level of satisfaction, and organizational commitment to them (Gorenak et al., 2019).

Based on the above discussion, the following hypothesis can be proposed:

H3: Paradoxical leader behaviour has a positive effect on emergence of organizational inertia.

2.4 Paradoxical Leader Behaviour, Workplace Ostracism, Organizational Inertia

Aggestam & Hyde-Price (2019) pointed out that paradoxical leader behaviour is a set of informal practices used by leadership in managing its affairs rather than relying on the traditional institutional structures and procedures within its programme. Uljens (2015) added that leadership's paradoxical behaviour represents a deviation from ethics; for example, the deviations in educational leadership in pursuing extraneous Western traditions of organizational citizenship and social transformation. According to Aggestam et al. (2017), this leads to a weakened relationship between the leader and his subordinates, and a consequent loss of confidence and inability to behave autonomously and, ultimately, workplace ostracism.

Shao et al. (2019) argued that when employees face paradoxical and diverse demands and challenges within complex dynamic work environments, they suffer from low motivation and organizational inertia. Zheng et al. (2016) and Zhao et al. (2016) both argue that workplace ostracism leads to the depletion of personal resources and psychological capital. They added that the nature of workplace ostracism is to withhold required information, avoid conversations, and turn a blind eye when seeing the one who has been ostracized. Fatima (2017) pointed out that workplace ostracism causes non-adaptive responses, where people who are ostracized from the workplace are more likely to be aggressive towards those who have excluded them. Qian et al. (2017) pointed out that workplace ostracism takes many forms, such as silent communication, or avoiding contact, exile, and deportation. Criscuolo & Narula (2007) emphasized that organizational inertia increases when there is a high level of operational complexity, making reorganization more difficult.

Tsai (2007) pointed out five determinants of organizational inertia: distorted perception, reduced motivation, failure of the creative response, political inertia, and cutoffs (leadership inaction). Sakuraki (2016) described the extent to which organizational inertia can affect the weakness in the management of the production line and the difficulties with implementing strategic change. Oyadomari et al. (2018) added that organizational inertia is positively related to organizational size and thus administrative control can be linked with organizational inertia. The more aware of subject to the exposure of such paradoxical behaviours by its leader whenever follower felt abandoned and, in many cases, may ignore co-workers, which is one aspect of workplace ostracism that in turn results in silence and lack of participation and inertia in terms of thinking and initiative (Osland & Wang, 2014).

A leader's paradoxical actions can result in workplace ostracism which includes certain forms of negative behaviour, for example, ostracism and exclusion, i.e., reduced

participation, failure to cooperate and a lack of social engagement with others at work, which affects the psychological state of employees and results in a certain inertia in terms of their vision and providing solutions and suggestions to problems (Lane 2017). Also, strong leaders are needed to work, and the leader must keep his subordinates aware of all the variables that have resulted in his behavioural paradox to avoid being ostracized and the previously noted consequences (Zhang et al., 2015).

Based on the above discussion, the following hypothesis can be proposed:

H4: Workplace ostracism is mediator of the relationship between paradoxical leader behaviour and organizational inertia.

Based on the above-mentioned hypotheses, this study proposes the conceptual model shown in Figure 1, which shows the relationship between the variables.
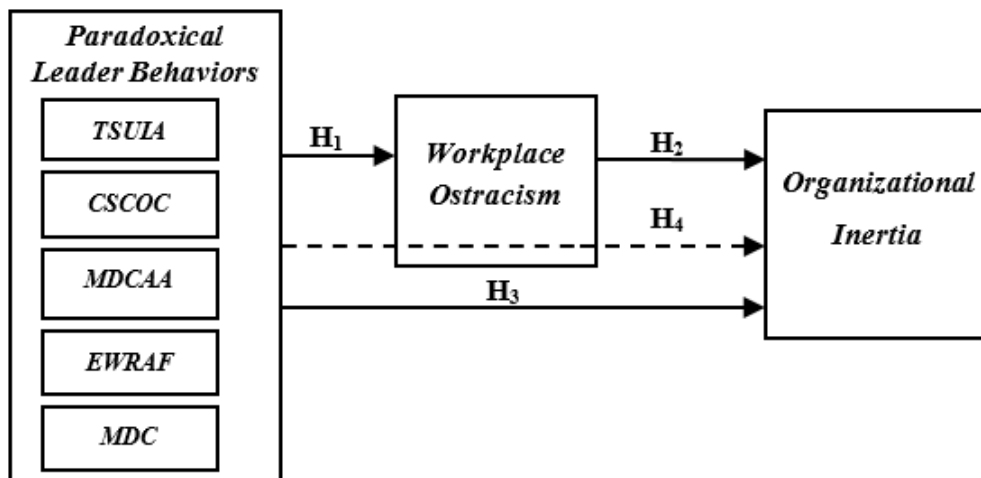

Figure 1: Conceptual Model
TSUIA = Treating subordinates uniformly while allowing individualization; CSCOC = Combine self-centeredness with other centeredness; MDCAA = Maintaining decision control while allowing independency; EWRAF = Enhance work requirements while allowing flexibility; MDC = Maintain distance and closeness.

3 Methodology

3.1 Measures

Paradoxical leader behaviour: this is measured based on a scale (Zhang et al., 2015) which includes five dimensions: equal treatment of subordinates while allowing individualization (5 items), combining self-centeredness with others' centeredness (5 items), maintaining control of decisions while allowing for independence (4 items), strengthening work requirements while allowing for flexibility (4 items), and maintaining distance and closeness (4 items).

Workplace ostracism: this is measured based on a scale proposed by Ferris (2008) and Steinbauer et al. (2018). It is a one-dimensional measure that includes 15 items. This measure has seen various amendments and additions to adapt some of its formulae to the nature of the work of employees and the environments in which they deal with their data.

Organizational inertia: this measured based on a scale (Huang et al., 2012) which includes three dimensions: insight inertia (4 items), action inertia (5 items), and psychological inertia (4 items).

For all measures, variables were measured at the individual level, and a five-point Likert scale was used for an incomplete agreed phrase, which gave weight (1) to the complete agreed phrase, which gave weight (5). Questionnaire items are shown in the Appendix.

3.2 Sampling and data collection

The State Company for Textile and Leather Industry, which is based in the capital Baghdad, was chosen to study application, due to the importance of the company in the Iraqi economy and the possibility of conducting the study in its various factories. The data was collected in July 2019 through the selection of a random sample consisting of a group of employees working in the company's various fac-

tories in the production, marketing, sales, planning, human resources, engineering, informatics and computer departments. The questionnaire was distributed in two ways. First, 244 questionnaires were distributed via e-mail to potential respondents in departments of Kut Textile & Knitting Factory, Garments Factory – Nineveh, Dhi Qar Textiles Factory and Diwaniya Textile Factory, which could not be visited in person because of their distant geographic location. Second 320 questionnaires were distributed in departments of Leather Industries Factory, Cotton Industries Factory, Wool Industries Factory, Handmade Carpet Factory and Hilla Textile Factory, which were reached by the researchers personally. Employees were given 30 days to complete the questionnaire. Table 1 shows distribution of the sample across the company's factories.

The questionnaires were clarified, scientific content was explained, and response to all inquiries about how to answer items through personal communication with members of sample and via internet communication.

The sample was 74% male and 26% female. 34% of the respondents were less than 35 years old, 49% were between 35-45 years old, and the remaining 17% of the respondents were over 45 years old. As for the nature of the activities they performed, 58% of the administrators worked in different sections of each factory whilst the remaining 42% were technicians with various titles and job qualifications. While the educational level of the respondents was 27% held diplomas, 65% of them were bachelors, and 8% of them had higher degrees.

Table 1: Distribution of questionnaires across the company's factories.

Factory name	Number of distributed question.	Number of retrieved question.	Number of valid question.	Number of invalid question.
Leather Industries Factory	65	63	61	2
Cotton Industries Factory	55	53	53	0
Kut Textile & Knitting Factory	40	39	37	2
Garments Factory - Nineveh	70	68	64	4
Wool Industries Factory	75	72	71	1
Handmade Carpet Factory	55	54	52	2
Dhi Qar Textiles Factory	65	65	65	0
Hilla Textile Factory	90	86	83	3
Diwaniya Textile Factory	85	81	78	3
Total	600	581	564	17

4 Data analysis and results

4.1 Confirmatory factor analysis

The researchers used confirmatory factor analysis (CFA) to confirm the structural validity of the research criteria as this test ensures the consistency of the theoretical structure prepared by the scales according to the responses given by the sample.

When conducting CFA analysis of paradoxical leader behaviour, it was clear that the standard parameter estimates were all acceptable and significant, and the structural model was highly matched because the model matching indicators were themselves acceptable (χ^2 = 416.663, GFI = .909, CFI =. 916, IFI = .917, TLI = .901, RMSEA = .055) as shown in Figure 2.

The CFA analysis of workplace ostracism shows that the standard parameter estimates were all acceptable and

were all significant, and that the structural model was highly matched since the model matching indicators were themselves acceptable (χ^2 = 271.105, GFI = .905, CFI = .929, IFI = .930 TLI = .910, RMSEA = .079), as shown in Figure 3.

Similarly, the CFA analysis of the organizational inertia variable shows that the standard parameter estimates were all acceptable and were all significant. The structural model indicated a high degree of conformity since the model matching indicators were themselves acceptable (χ^2 = 140.755, GFI = .947, CFI = .934, IFI = .935, TLI = .910, RMSEA = .063), as shown in Figure 4.
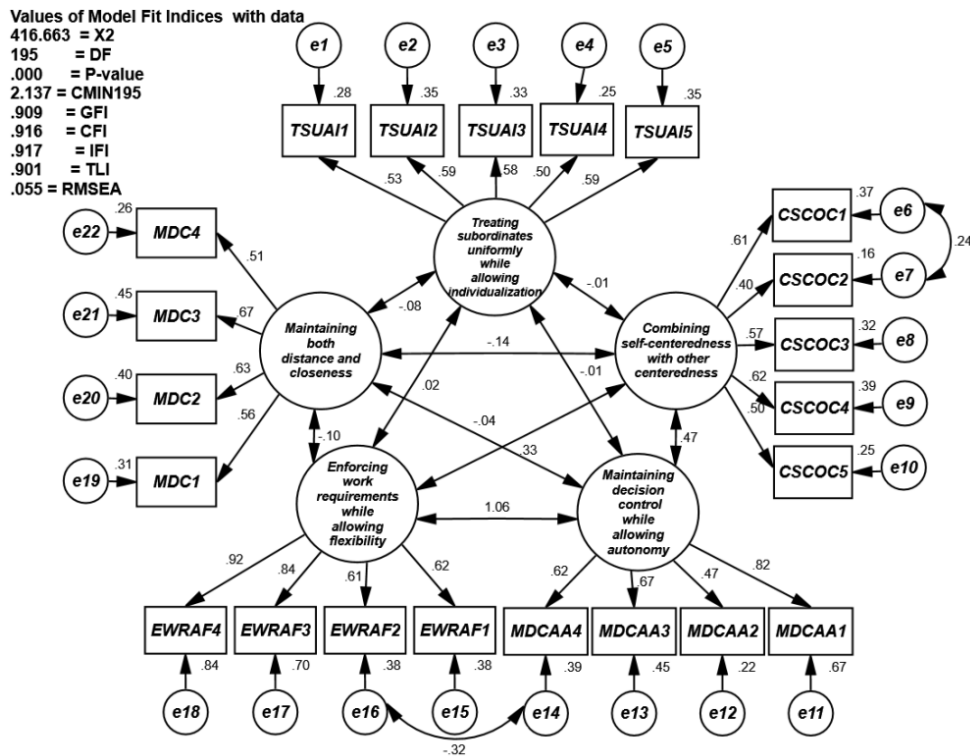
Figure 2: Confirmatory Factor Analysis of paradoxical leader behaviours
TSUIA = Treating subordinates uniformly while allowing individualization; CSCOC = Combine self-centeredness with other centeredness; MDCAA = Maintaining decision control while allowing independency; EWRAF = Enhance work requirements while allowing flexibility; MDC = Maintain distance and closeness.
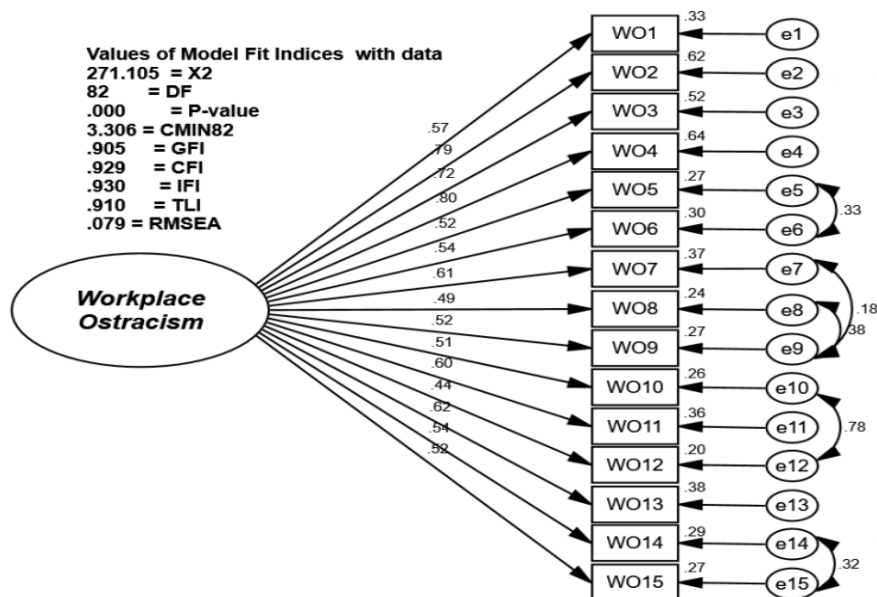
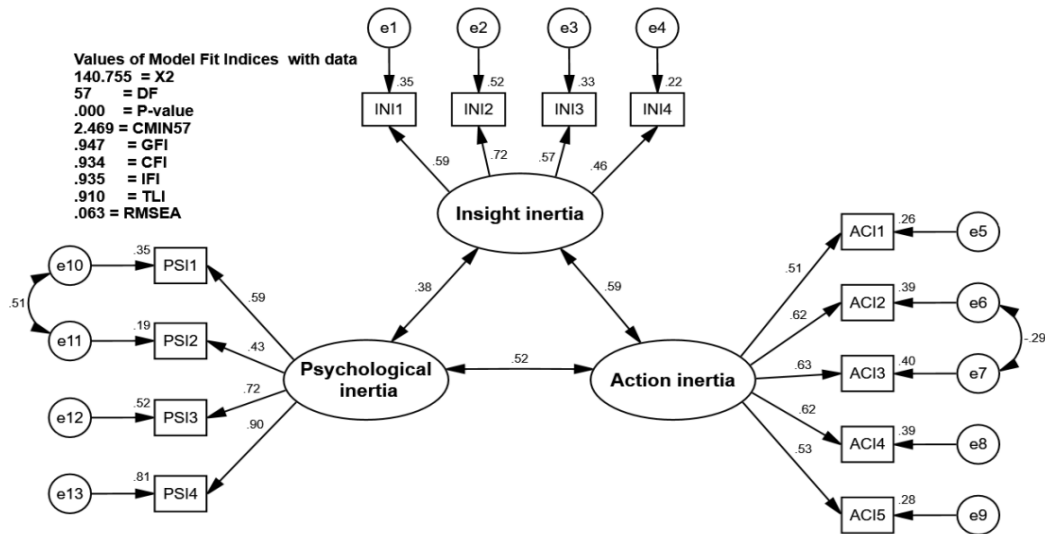*Figure 3: Confirmatory Factor Analysis of the workplace ostracism.*

Values of Model Fit Indices with data
140.755 = X2
57　　= DF
.000　= P-value
2.469 = CMIN57
.947　= GFI
.934　= CFI
.935　= IFI
.910　= TLI
.063 = RMSEA

Figure 4: Confirmatory Factor Analysis of the organizational inertia variable.

4.2 Descriptive statistics and correlation

Table (2) shows the Cronbach's Alpha and descriptive statistics (M = mean, SD = standard deviation) and the correlation between variables at the level of the State Company for Textile and Leather Industry.

4.3 Hypotheses Test

Research hypotheses have been tested based on Structural Equation Modelling (SEM) for Direct Impact Hypothesis and Path Analysis to test the Indirect Impact Hypotheses, as follows:

Figure (5) shows the results of the structural equation modelling outputs to test the tracks of the effect of paradoxical leadership behaviour on workplace ostracism. The standard parameter estimates show that effect of paradoxical leader behaviour on workplace ostracism as follows: MDC = .32, TSUAI = .30, MDCAA = .22, CSCOC = .20, EWRAF = .10. It is also clear that the value of the coefficient of determination (R^2 = .73) indicates the emergence of cases of exclusion and indifference to employees, and the poor communication with them, is due to leaders following modes of paradoxical behaviour.

Figure (6) shows the results of the structural equation modelling outputs to test the effect of workplace ostracism on organizational inertia. The standard parameter estimate

Table 2: Cronbach's Alpha, descriptive statistics and correlation results.

Var.	α	M	SD	1	2	3	4	5	6	7
1.TSUAI	.77	2.97	1.09	1						
2.CSCOC	.81	2.98	1.11	.48**	1					
3.MDCAA	.83	2.98	1.07	.50**	.59**	1				
4.EWRAF	.73	3.14	.99	.25**	.31**	.40**	1			
5.MDC	.79	2.81	1.07	.49**	.40**	.48**	.33**	1		
6.WO	.86	2.93	1.05	.64**	.59**	.62**	.43**	.72**	1	
7.OrgIne	.90	3.11	1.12	.49**	.52**	.52**	.36**	.52**	.60**	1

**Correlation is significant at the 0.01 level, n = 564.
TSUIA = Treating subordinates uniformly while allowing individualization; CSCOC = Combine self-centeredness with other centeredness; MDCAA = Maintaining decision control while allowing independency; EWRAF = Enhance work requirements while allowing flexibility; MDC = Maintain distance and closeness, WO = Workplace Ostracism.
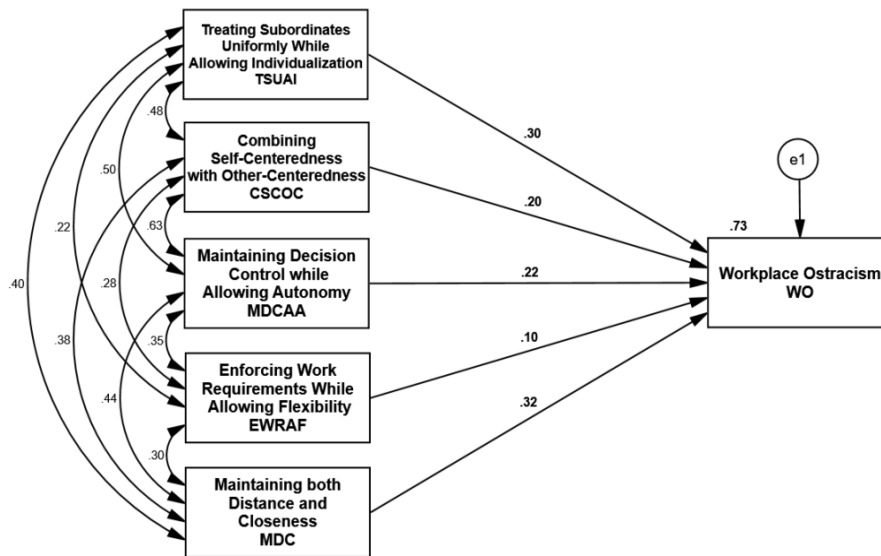
Figure 5: The effect of paradoxical leadership behaviours on the workplace ostracism.

was .49, It is also clear that the value of the coefficient of determination ($R^2 = .24$) indicates that workers' responses to work and their low contribution to problem solving are due to workplace ostracism and neglect.

Figure (7) shows results of structural equation modelling outputs to test of effects of paradoxical leader behaviours on organizational inertia. It is evident from the standard parameter estimates that the effect of paradoxical leader behaviour on organizational inertia was as follows: CSCOC = .18, TSUAI = .17, MDC = .16, MDCAA = .152, EWRAF = .150. It is also clear that the value of the coefficient of determination ($R^2 = .34$) indicates the emergence of high cases of psychological inertia and work-related inertia and the thinking that appears amongst the staff due to the leaders following paradoxical behaviour.

As for the indirect effects by which we determine whether the type of model is a partial or complete mediator, this is shown in Figure (8), which includes the structural model of the indirect effects of paradoxical leadership behaviour on organizational inertia through the mediating role of workplace ostracism. The five paradoxical leadership behaviours have a direct impact on organizational inertia (TSUAI = .11, CSCOC = .19, MDCAA = .19, EWRAF = .12, MDC = .16), as shown in Table (3), which also shows that there is an indirect effect of paradoxical leader behaviour on organizational inertia through the mediating effects of workplace ostracism, which were TSUAI = .047, CSCOC = .034, MDCAA = .026, EWRAF = .027, MDC = .079, as shown in Table (4). The value of the coefficient of determination ($R^2 = .45$) indicates that workplace ostracism only mediates the relationship between paradoxical leader behaviour and organizational inertia.
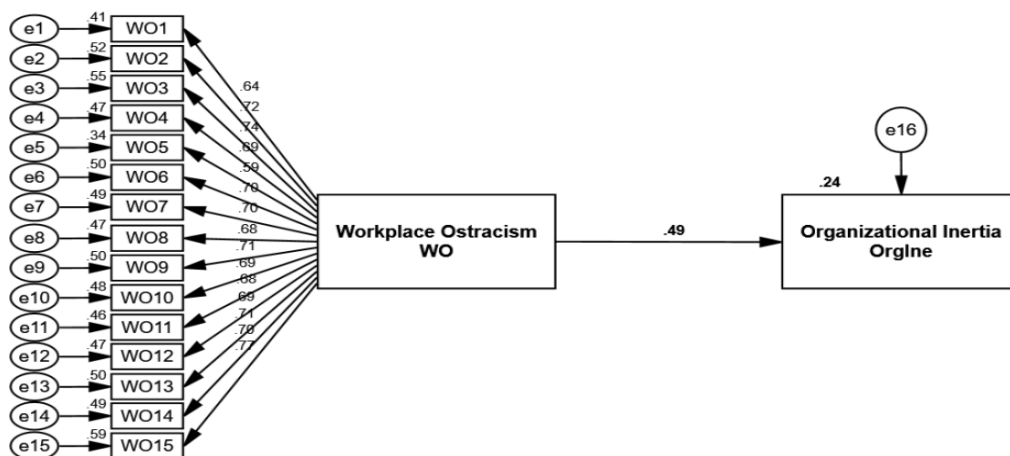

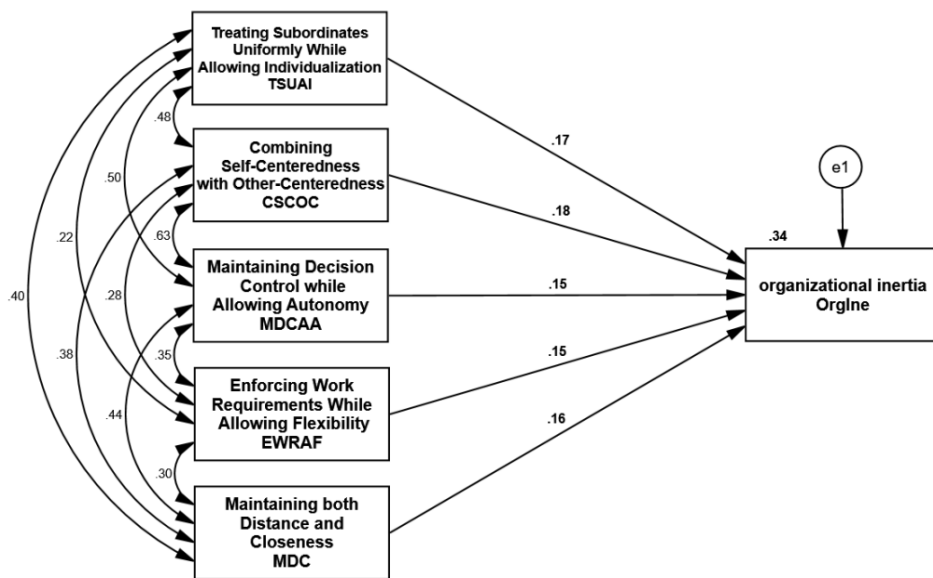*Figure 6: Effect of the workplace ostracism on organizational inertia.*

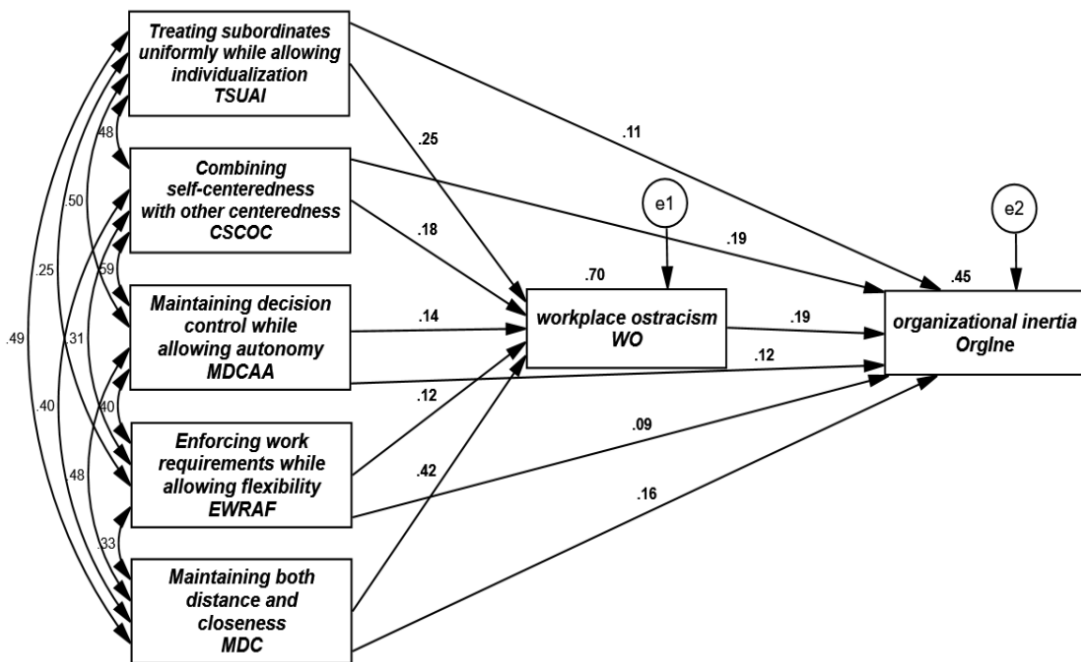*Figure 7: The effect of paradoxical leader behaviours on organizational inertia.*

Figure 8: The effect of paradoxical leadership behaviors on organizational inertia through the mediating role of workplace ostracism.

Table 3: Direct effect parameters between variables.

Paths			Standard Estimate	Unstandard Estimate	S.E.	C.R.	P	R^2
TSUAI	--->	WO	.249	.235	.034	6.965	***	
CSCOC	--->	WO	.180	.168	.034	4.886	***	
MDCAA	--->	WO	.135	.130	.038	3.437	***	.70
EWRAF	--->	WO	.121	.126	.033	3.811	***	
MDC	--->	WO	.418	.402	.034	11.986	***	
WO	--->	OrgIne	.189	.205	.076	2.696	.007	
TSUAI	--->	OrgIne	.112	.115	.052	2.188	.029	
CSCOC	--->	OrgIne	.192	.193	.052	3.721	***	.45
MDCAA	--->	OrgIne	.122	.128	.056	2.265	.024	
EWRAF	--->	OrgIne	.094	.107	.049	2.163	.031	
MDC	--->	OrgIne	.159	.165	.058	2.861	.004	

*** The probability of getting a large critical ratio is less than 0.001.
TSUIA = Treating subordinates uniformly while allowing individualization; CSCOC = Combine self-centeredness with other centeredness; MDCAA = Maintaining decision control while allowing independency; EWRAF = Enhance work requirements while allowing flexibility; MDC = Maintain distance and closeness.

Table 4: Indirect effect parameters between variables.

	MDC	EWRAF	MDCAA	CSCOC	TSUAI
WO	.000	.000	.000	.000	.000
OrgIne	.079	.023	.026	.034	.047

5 Discussion

The results of our study show that paradoxical leader behaviour plays a significant role in the emergence of cases of organizational inertia in all its forms, namely psychological inertia, insight inertia and work inertia, with an intermediary role played by workplace ostracism, which leads us to the basic fact that paradoxical behaviour in leaders may be a realistic proposition due to the unsupportive environmental factors and negative climates that may come to exist for various reasons that may be outside the control of management. This is consistent with the opinion of Laureir-Martinez (2017), who stressed that paradoxical leadership behaviour may lead to the exploitation of the performance of individuals and affect the way they manage their assigned tasks, leading to errors and poor compliance with work requirements and mechanisms. It is also clear that paradoxical leader behaviour may make subordinates reluctant to provide ideas and suggestions or contribute to problem solving. This has also been confirmed by Behne (2018), namely that the paradoxical style of leadership is characterized by an exaggerated selfishness. The paradoxical leader knows nothing about humility and empathy, and always criticizes people for their actions and treats them as if they have been working for long periods.

Also, workers sense of workplace ostracism has a significant impact on the emergence of organizational inertia amongst them, and this confirms the impact of disregard and exclusionary behaviour and poor social interaction between subordinates and leaders with regard to their performance and reactions to work and the nature of their interactions with colleagues, resulting in dissatisfaction with their jobs in general. This is consistent with the assertion Steinbauer et al (2018) that workplace ostracism is positively associated with employee depression and the deviation of personality and social undermining and at the same time lead to unfavourable positions related to the job including low Satisfaction and commitment, untouchable employees feel low personal justice towards them, record high turnover and suffer from low levels of organizational citizenship.

The results also showed the importance of the role of workplace ostracism as a partial mediator between paradoxical leadership behaviour and organizational inertia. This is evidenced by leaders following certain paradoxical behaviour in their dealings with subordinates, such as regarding some as a group and some as individuals, and

a lack of clarity of focus in dealing with subordinates in terms of leadership and empowerment, poor visibility of leaders on a consistent view of granting independence and addressing problems by subordinates, and a lack of flexibility in dealing with and not adopting them both with subordinates would create a sense of ostracism within the subordinates. Exclusion, lack of interest and lack of satisfaction with their performance and present them efforts and this in turn establishes a state of frustration and suffering at work, killing the spirit of creativity and ultimately resulting in organizational inertia.

5.1 Conclusions

Paradoxical leader behaviours was found an important variable that must be studied at the level of business organizations, especially with regard to the treatment of subordinates in terms of allowing for individualization, combining self-centeredness with others' centeredness, maintaining control of decision making while allowing independence, strengthening work requirements while allowing flexibility, and maintaining distance and closeness, Which causes the appearance of negative effects on subordinates, and their sense of workplace ostracism and their neglect of others and leaders, weak social relations and negative psychological effects on their presence in the workplace.

Workplace ostracism is one of the most negative variables on the performance of employees, especially if employees become disappointed and dissatisfied as well as showing an inability to achieve professional standards and having weak social relations with leaders and co-workers. This in turn leads to the work-related and psychological inertias that result in reduced participation and lack of commitment to organizational goals, avoidance of responsibility, psychological anxiety and fear of work.

It is clear from the results of the hypothesis test that there is a direct impact of a leadership's paradoxical behaviour on the employees' sense of workplace ostracism. It is noticeable that the leaders that give priority to a specific goal that may be close to their personal interests whilst sacrificing others in which the interest of the company may be realized, will in turn lead to a state of tension in the prevailing climate. This will contribute to the emergence of certain negative factors, and the problems realized from differences in culture and the incompatibility of attitudes and reactions to work-related issues. In response to such behaviour, staff delay the completion of tasks or prolong the completion of their work due to indifference and antipathy. It is also evident that the feeling of workplace ostracism has a significant impact on organizational inertia as well as feelings of fatigue, psychological suffering and emotional exhaustion.

The hypothesis test shows the clear role of leaders' paradoxical behaviour in the emergence of organizational inertia, which makes the leadership role is unclear and par-

adoxical in front of the subordinates, which in turn increases their sense Unacceptability and poor attention to them, therefore, the Paradoxical behaviours for leaders, it will be an incentive and motivation for the workplace ostracism, hence the emergence of organizational inertia in general in the work environment.

5.2 Theoretical and Practical implications

Regarding the theoretical contribution, this study provides a new research model in the field of paradoxical leadership behaviour, workplace ostracism and organizational inertia. However, only relatively limited attention has been paid to the combinatory and underlying process through which they increase or decrease workplace ostracism and organizational inertia. To fill this gap, this study has developed a model to examine the mediating role of workplace ostracism on the relationship between paradoxical leader behaviour and organizational inertia. The theoretical contributions to this study stem from the unveiling of a significant impact of the leader's paradoxical behaviour on the emergence of workplace ostracism and organizational inertia, as the study demonstrated that employees' sense of workplace ostracism has a significant impact on the emergence of organizational inertia in their overall daily behaviour. In particular, the study demonstrated that one of the main reasons that leads the employee into organizational inertia is workplace ostracism, the effects of which are due to the many paradoxical behaviours that the leader adopts in his various interactions.

Practically speaking, this study should be of help to the leaders of the State Company for the Textile and Leather Industry in avoiding paradoxical behaviour and in terms of maintaining a certain equilibrium in dealing with subordinates by promoting ethical behaviour and practices as based on honesty, integrity, honesty and sincerity at work, and that embody the spirit of commitment, sportsmanship, assistance and cooperation and continuous communication between leaders and subordinates. Leaders away from the paradox in the words, deeds, behaviour and overall behaviour with the subordinates and seek to achieve their interests and concern for their affairs in order to strengthen the relationship with them and delegate some powers to them and allow participation and provide Proposals and solutions to existing and future problems. Moreover, this research confirms on importance of self-control for subordinates, as this is the best guide for individual behaviour within the internal environment and harmony with colleagues and cooperation and unify efforts in the accomplishment of tasks, which in turn lends to find A positive work environment reduces staff ostracism in workplace.

5.3 Limitations and future research

This paper has several limitations. **First**, this study focuses on the factories of the State Company for Textile and Leather Industry, which may not be generalizable to other sectors; hence, future research may investigate this phenomenon in other industrial and service sectors. **Second**, this study adopts a cross-sectional research method for data collection, which inhibits the ability to draw concrete conclusions on causal inference to test of the relationship between the variables in greater depth. Therefore, future research should aim to examine how the study variables measure out along a timeline. **Third**, the sample size in this study was acceptable at the level of the General Company for Textile and Leather Industry. However, at the level of industrial sector, future research may benefit from using a larger sample that is more suitable for industrial companies. **Fourth**, this study focuses on five dimensions of paradoxical leader behaviour, one dimension of workplace ostracism and three dimensions of organizational inertia; therefore, future research might include other potential dimensions. Five, the study adopted the self-report method in the sample responses, which has a significant impact on the estimates due to personal biases, and therefore future studies may choose to collect data from multiple sources.

As for the future implications of more in-depth research, it is proposed that the same model is replicated but in different settings to benefit from the positive relationship between the leader and subordinates in reducing the effects of paradoxical behaviours of leaders and organizational inertia, and indeed the negative consequences that result in weak performance. The study of positive factors such as the behavioural integrity of the leader and enabling leadership as moderating variables would reduce the sense of workplace ostracism and isolation from colleagues, and thus strengthen the foundations of participation and cooperation and reduce factors of organizational inertia; hence, combining these factors in the future with the ideas of the current research will help in the development of a more comprehensive framework for analysis.

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Ostrakizem na delovnem mestu kot posredna spremenljivka v odnosu med paradoksalnim vedenjem voditeljev in organizacijsko inertnostjo

Ozadnje in namen: Mnoge organizacije se soočajo s povečanim paradoksalnim vedenjem vodilnih, kar vodi v ostrakizem na delovnem mestu in posledično negativno vpliva na pojav organizacijske inertnostoi. Glavni namen te študije je preučiti neposreden in posreden vpliv paradoksalnega vedenja voditeljev na organizacijsko na inertnost prek posredniškega vpliva ostrakizma na delovnem mestu.

Zasnova / metodologija / pristop: S tehniko naključnega vzorčenja je bila na ravni vzorca (n = 564) zaposlenih v tovarnah Državnega podjetja za tekstilno in usnjarsko industrijo v Iraku izvedena anketa. Za testiranje predlaganega raziskovalnega modela smo uporabili programsko opremo AMOS v.24 pri modeliranju strukturnih enačb (SEM).

Rezultati: Pokazalo se je, da paradoksalno vedenje vodilnih pomembno vpliva na ostrakizem na delovnem mestu in na organizacijsko vztrajnost. Nadalje, ostrakizem na delovnem mestu pomembno vpliva na organizacijsko vztrajnost. Poleg tega raziskava empirično podpira posredni učinek ostrakizma na delovnem mestu na odnos med paradoksalnim vedenjem vodje in organizacijsko inertnostjo.

Zaključek: Ko se pri vodilnih v organizaciji pojavi paradoksalno vedenje, bo to vplivalo na nastanek ostrakizma na delovnem mestu med zaposlenimi, s tem pa tudi na pojav organizacijske inertnosti na splošno v delovnem okolju. Na podlagi teh rezultatov naj bi ta študija pomagala voditeljem pri izogibanju paradoksalnega vedenja v smislu ohranjanja določenega ravnovesja pri ravnanju z zaposlenimi, da bi vzpostavili pozitivno delovno okolje, ki zmanjšuje ostrakizem osebja in s tem organizacijsko vztrajnost.

Ključne besede: paradoksalno vedenje voditeljev, ostrakizem na delovnem mestu, organizacijska inertnost.

Appendix: List of Measurement Items

Paradoxical Leader Behaviours

1. TSUAI: Treating subordinates uniformly while allowing individualization
TSUAI1. It uses a fair approach to treat all subordinates equally, but also treats them as individuals.
TSUAI2. Treat all subordinates equally, but looks at individual traits or personalities.
TSUAI3. Communicates with subordinates uniformly without distinction, but changes their communication styles according to their individual characteristics or needs.
TSUAI4. Determines equal workloads, but takes into account individual strengths and abilities to handle different tasks.
TSUAI5. Manages subordinates equally, but takes into account their individual needs.

2. CSCOC: Combine self-centeredness with other centeredness
CSCOC1. Demonstrates a desire to lead, but allows others to share the leadership role.
CSCOC2. Likes to be the centre of attention, but allows others to participate and to highlight them as well.
CSCOC3. Insists on getting respect, but also shows respect to others.
CSCOC4. Has a high opinion of themselves, but shows awareness of personal lack and the value of others.
CSCOC5. Confident of personal thoughts, but admits that they are able to learn from others.

3. MDCAA: Maintaining decision control while allowing autonomy
MDCAA1. Controls important business problems, but allows subordinates to process details.
MDCAA2. Makes final decisions for subordinates, but allows subordinates to control specific business processes.
MDCAA3. Decisions on major issues are taken, but lower-level delegates handle lower issues.
MDCAA4. Maintains total control, but gives subordinates appropriate autonomy.

4. EWRAF: Enforcing work requirements while allowing flexibility
EWRAF1. Emphasizes compatibility in the performance of tasks, but allows exceptions.
EWRAF2. Demonstrates work requirements, but does not manage the work accurately.
EWRAF3. Very demanding in terms of work performance, but not very important.
EWRAF4. Has high requirements, but it allows subordinates to make mistakes.

5. MDC: Maintain distance and closeness
MDC1. Recognizes the distinction between supervisors and subordinates, but does not excel in the role of leadership.
MDC2. Maintains distance to subordinates, but does not remain in isolation from them.
MDC3. Maintains differences in attitudes, but supports the dignity of subordinates.
MDC4. Maintains distance to subordinates at work, but is friendly to them as well.

The workplace ostracism

WO1. Others ignore you in the workplace.
WO2. Others leave the workplace when you enter.
WO3. They do not return greetings when I enter the workplace and greet them.
WO4. I sit alone when I have lunch at work, and no one shares with me.
WO5. Workers avoid me.
WO6. I noticed that others don't look at me in the workplace.
WO7. The workers keep me out of their discussions at work.
WO8. Others refuse to talk to me in the workplace.
WO9. Workers in the workplace treat me as if I do not exist.
WO10. My employees in the workplace did not invite me to tea or ask me about my needs.
WO11. I've been invited into conversations and discussions at work (reverse coding)
WO12. Workers stopped talking to me. (Reverse coding)
WO13. It was better for me to be the person who starts the conversation so that I can be social at work. (Reverse coding)
WO14. Co-workers interact with me only when asked to do so.
WO15. I feel ostracized by top officials.

Organizational inertia:

1. INI: Insight inertia
INI1. Our organization has difficulty in determining how other organizations can solve the problems they face.
INI2. Our organization rarely observes changes in the external environment.
INI3. Our organization will use past information and knowledge to solve problems.
INI4. I rarely try to observe or learn new concepts to change my thinking and behaviour.

2. ACI: Action inertia
ACI1. Our organization has a deeply rooted organizational culture.
ACI2. The values of our organization are sacred, and we will never change them.
ACI3. I will follow the suggestions and requirements of others to change my ways of solving problems.
ACI4. Previous knowledge and experience can increase the efficiency of my work.
ACI5. When we change our behaviour, it's hard to convince others to do the same.

3. PSI: Psychological inertia
PSI1. We feel threatened by any organizational changes.
PSI2. We feel defensive when there are any organizational changes.
PSI3. I am concerned when I remember painful past experiences arising from change.
PSI4. Organization's staff likes current processes and don't like to change.