

Employing paradoxical leadership behaviors to enhance sustainable organizational performance

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Abstract : The study aims to explore the role of paradoxical leadership behaviors (treating subordinates uniformly while allowing for individual considerations, combining self-concern with concern for others, retaining decision-making authority while granting independence, imposing and enforcing work requirements while allowing flexibility, and Maintaining both distance and closeness.) in enhancing sustainable organizational performance (environmental performance, economic performance, and social performance).

The study used the questionnaire as a tool to collect data from (133) department heads and(218) teaching staff working in a number of private colleges in the Middle Euphrates region in Iraq . It also used a number of statistical methods including, (confirmatory and exploratory factor analysis, arithmetic mean, standard deviation, structural equation modeling, Pearson correlation coefficient to analyze obtained data with the help of (Smart PLS). The study concluded that paradoxical leadership behaviors have a positive effect on sustainable organizational performance .

Keywords: paradoxical leadership behaviors, sustainable organizational performance, private colleges .

1.Introduction

Previous Literature shows that sustainable performance has become an important strategy that senior executives pursue, as they see sustainability issues as becoming critical to the future success of their businesses. Recently ,a growing number of large organizations found that in a highly dynamic environment the strategy of maximizing short-term financial benefits is not a guarantee of their success and consequently such a strategy must be accompanied with a sustainable behavior (Stanciu et al,2014).Organizations must pay attention to balance economical,social,and environmental aspects. They should prioritize economical goals, pay attention to social benefits and preserve the environment (Sapta et al,2021),but managing the three aspects of sustainable performance is not simple, because of the contradiction between these aspects leading to what called the sustainability paradox. This paradox is characterized by a continued primary focus on economical performance on the one hand and a claimed sustainability orientation on the other hand(Durden,2008). Although the literature asserted the importance of sustainable performance over time for example(Funk,2003;Collins & Porras,2005),the issue that remains un answered is what really drives sustainable performance?

*** Excerpted from PHD dissertation .entitled "Employing paradoxical of leadership behaviors to enhance sustainable performance : The mediating role of strategic agility".**

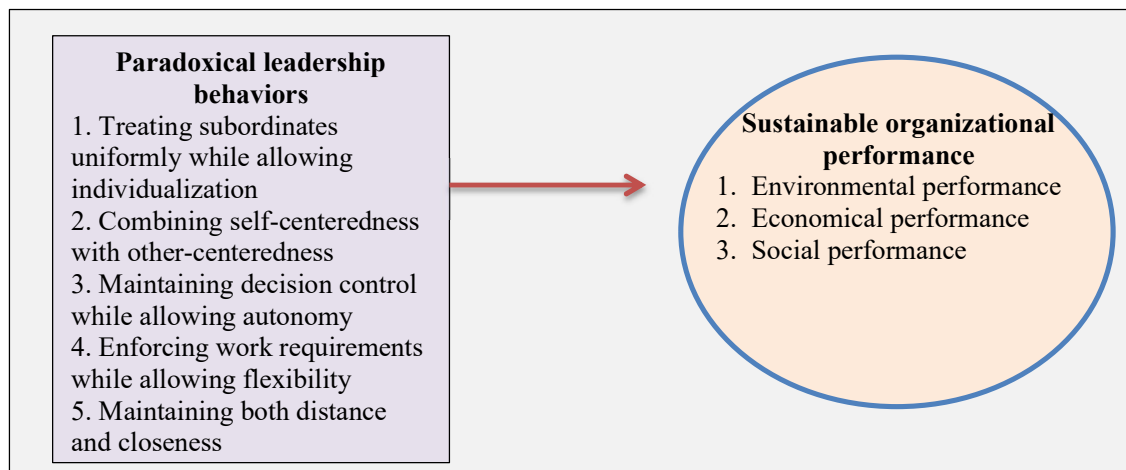
To answer this question (McGurk et al,) conducted a research to explore the drivers and blockers of sustainable performance in six case study organizations that implement specific change programs to drive long-term performance and found that the enablers of sustainable performance are linking to themes of leadership, engagement ,and organization development. Since sustainable performance includes contradictory elements (economical,social,and environmental),then the kind of leadership that is suggested to manage these contradictions is a paradoxical leadership. To ensure this leader must make an effort to employ a set of behaviors that are characterized by contradictions to enhance sustainable performance.

Although, research in the field of paradoxical leadership is increasing (Back haus et al,2021),little is known about paradoxical leadership in the education sector,therefore the central focus of this study is to test the effect of paradoxical behaviors of leadership on sustainable performance in private colleges and universities in the Middle Euphrates region in

Iraq. Theoretically, universities bear a great responsibility in transforming societies to achieve sustainability, as they are knowledge producing institutions that have an impact on societies in which they operate. In order to assume this role and move away from the current patterns of universities management, Iraqi private universities need to focus on sustainability process in their programs and research, and this can be achieved with leadership that make contradictory decisions to ensure alignment between its goals and deal with the environment successfully. This paper contributes to the paradoxical leadership literature by addressing its concept and behaviors. It also responds to the call to test the impact of these behaviors on sustainable performance of organizations.

2 The hypothetical model

A hypothetical diagram of the study is as follows:



In this diagram the paradoxical leadership behaviors which represents the independent variable, include five dimensions (Treating subordinates uniformly while allowing individualization, Combining self-centeredness with other-centeredness, Maintaining In this diagram the paradoxical leadership behaviors which represents the independent variable, include five dimensions (Treating subordinates uniformly while allowing individualization, Combining self-centeredness with other-centeredness, Maintaining decision control while allowing autonomy, Enforcing work requirements while allowing flexibility, Maintaining both distance and closeness), while sustainable organizational performance which represents the dependent variable, includes three dimensions (environmental performance, economic performance, and social performance).

3. The Study hypotheses

In order to achieve the objectives of the study and its hypothetical plan, the study identified a set of main and sub-hypotheses, as follows:

The main hypothesis: There is a positive effect of paradoxical leadership behaviors on sustainable organizational performance, from which a number of sub-hypotheses are derived, as follows: -

1st hypothesis: There is a positive effect of treating subordinates uniformly while allowing individualization on sustainable organizational performance.

2nd hypothesis: There is positive effect of the combining self-centeredness with other-centeredness on sustainable organizational performance.

3rd hypothesis: There is positive effect of maintaining decision control while allowing autonomy on sustainable organizational performance.

4th hypothesis: There is a positive effect of enforcing work requirements while allow positive effective of ing flexibility in sustainable organizational performance.

5th hypothesis: There is a positive effect of maintaining both distance and closeness on sustainable organizational performance.

4. The study sample

The study sample included (133) department heads and (218) teaching staff working in a number of private colleges in the Middle Euphrates region in Iraq.

5. The study tool

The study used the questionnaire as a tool to collect data. It consists of two sections. The first one is devoted to paradoxical leadership behaviors which paragraphs are adapted from (Zhang et al., 2015) and the second section is devoted to

sustainable organizational performance which paragraphs are adapted from (Mousa & Othman 2020) . In order to carry out the test, the cronbach alpha coefficient was adopted, which studies indicate its acceptance with values greater than 0.70 (Chen & Huang, 2007). Carrying out the application of the test, it became clear that the axis of paradoxical leadership behaviors recorded an acceptable reliability coefficient of (0.822) , and that the axis of sustainable organizational performance has an acceptable reliability coefficient of (0.769) which indicates that all axes reflect acceptable results .

6.Literature review

6.1 Paradoxical leadership

Leadership can be defined as the ability to persuade others to achieve desired goals with enthusiasm, and represents the human factor that binds the group together to improve their performance and direct their efforts towards those goals (Iqbal et al, 2015:3). (Bush & Glover, 2003:8) define it as the process of influence that leads to achieving desired goals, and includes inspiring and helping others to achieve the organization's vision based on clear personal and professional values, while (Daft, 2007:4) sees it as a relationship of influence between the leader and his followers and aims to bring about changes and achieve real outcomes that reflect common goals. (Winsiton , 2006) and his team at Regent University conducted a comprehensive review of the leadership literature, which resulted in (92) groups consisting of more than (1,000) related constructs or statements, summarizing them with an integrative definition as a process practiced by one or more people to select, equip, train, and influence one or more people who possess diverse talents, abilities, and skills, with the aim of focusing their attention towards achieving the organization's mission and goals and motivating them to exert spiritual, emotional, and physical energy with enthusiasm and a concerted, coordinated effort to achieve the organizational mission and goals. It encourages all team members to express their concerns, ideas, and opinions, while respecting each member's point of view at the same time (Xue et al, 2020:20). (Shao et al, 2019:9) agrees with Zhang and his colleagues that paradoxical leadership behaviors are contradictory, but interconnected to meet the competing demands of the workplace at the same time and over time. For example, leaders need to monitor the achievements of employees to grant a reward and promotion system. In contrast, the independence of employees is required to encourage high work performance, and therefore empowerment is necessary to grant employees have the autonomy to perform their work. This means that paradoxical leadership works to integrate and balance the tensions associated with control and autonomy over time (Kim, 2021: 168). It consists the following behaviors (Zhang et al . 2015)

- **Treating subordinates uniformly while allowing individualization**

Treating team members differently is a socially complex management practice, due to the sensitivity that individuals show to unequal treatment. However, leaders can reduce this sensitivity by making employees less likely to follow up and react adversely to differences in their treatment. This decrease in vigilance arises from the prevailing sense of fairness that consistency in implementation leads to, which in turn reduces concerns about favoritism and increases the likelihood that differences in treatment will be viewed as acceptable and justified (Fu et al., 2020:17). Paradoxical leaders can treat all subordinates fairly, equally, and openly, as this unbiased attitude greatly enhances psychological security and flourishing work among leaders and subordinates, which in turn will lead to improving the outstanding performance of the organization as a whole (Dashuai & Bin, 2020:14). While a leader treats all his followers equally, he must also take into account the individual characteristics of his followers. If a leader treats all followers the same way, ignoring individual differences, followers may be deprived of their unique individual identity. Therefore, the leader must balance unity of treatment with uniqueness. (Akça & Tuna, 2019: 2977).

- **Combining self-centeredness with other-centeredness**

This is about maintaining a strong sense of self, while having and showing humility to them, and showing the human side in his dealings with followers. The combination of confident leadership and concern for others can be supportive and enhance employees' confidence in their leadership and emulate the skills necessary for cooperation, adaptability, personal development, and learning. The element of self-centeredness on the part of leaders helps to define their role as an agent of influence, while concern for others can be shown by using their strengths and participation (Franken et al, 2019:7). It is characterized by the combination of concern for oneself and concern for others by a combination of both sides of the leader's behaviors when supervising employees. This means that leaders possess authority at the center of the task while accepting the ideas of employees and sharing the roles of the leader sometimes through empowerment (Kim, 2021: 168).

- **Maintaining decision control while allowing autonomy**

(Akça & Tuna 2019: 2977) indicates that leaders keep the final decision-making under their control while giving their employees the discretion to act independently while performing their roles. What is meant here is that leaders, for example, make their own decisions on important issues, while delegating decision-making authority on less important issues goes

to subordinates. This is also confirmed by (Kim, 2021: 168) by saying that maintaining decision-making authority while granting independence indicates the integration of both contradictions in leadership behavior, as paradoxical leaders place contradictions simultaneously by maintaining control over the decision while allowing independence at the same time.

- **Enforcing work requirements while allowing flexibility**

The principle of flexibility and severity represents one example of this type of contradiction, which takes many names from the researchers' point of view, including, for example, control and flexibility (Lewis, 2000, Lewis & Smith, 2011), control and independence (Teldman, (1989), discipline and empowerment (Lewis, 2000), power and democracy (Lewis, 2000), control and empowerment (Zhang et al., 2015), all of which take two different aspects: control and flexibility in the language of behavior, and control and autonomy in the language of decision-making. (Ouchi, 1978) classified control into two types. : behavioral control, which focuses on controlling employee behavior, and output control, which uses authority to control employee outputs. (Zhang et al, 2015) proposed two types of contradiction, which they called enforcing work requirements while allowing... flexibility that is compatible While monitoring behavior, maintaining control over decision-making while allowing for appropriate autonomy. Complies with the requirement of output control, meaning the leader can monitor employee behavior and decision-making in work processes while giving employees the freedom to act flexibly and independently (Zhang et al, 2015: 542 -543), that is, the possibility of the leader obliging employees to fulfill work requirements at the same time as he acknowledges the existence of exceptions, such as with simple mistakes and new challenges (Kim, 2021: 168).

- **Maintaining both distance and closeness**

Leaders evaluate vertical structural relationships to help determine the distance between themselves and their followers, whether in status, rank, power, or authority. However, compliance with subordinates' demands inherently involves minimizing status differences, in conjunction with a level of close interpersonal relationships (Antonikis & Atwater, 2002), which means that leaders do not focus on status differences, nor remain isolated from others. others, or avoid forming personal relationships. How a leader's behaviors influence his followers and how followers evaluate their behaviors depends on the balance between closeness to followers and distance between the leader and them. Followers may view distant leaders as more exemplary and attractive (Zhang et al., 2015: 542).

6.2 Sustainable organizational performance

The concept of performance is developed to include a series of definitions that include the broader meaning of what is perceived through performance itself. In fact, there is no performance in isolation from the desired goals, as achieving them translates into achieving performance, and since the organization's goals cannot be precisely defined, in addition to being multiple and broad, this makes it a relative measure (Becker, 1999: 255; Elena-Iuliana & Maria,2016:179). (Hanaysha & Alzoubi, 2022:499; Al-Khajeh, 2018:2-3) defined organizational performance as an evaluation activity that allows organizations to make judgments and comparisons regarding goals, patterns, previous decisions, processes, and other products, and therefore the essence of organizational performance is value creation. (Nguyen-et-al., 2022:4) stated that organizational performance revolves around financial stability, efficiency, effectiveness, and achieving organizational goals according to the timetable using available resources, which is a concept that evaluates the organization's position in the market and its ability to meet the requirements of stakeholders, and therefore it represents one of the important factors in determining why some organizations succeed and others fail (Hickman & Silva, 2018:2-3; Khalid et al., 2019: 590; Adam et al., 2022: 3).

Sustainable organizational performance refers to the organization's ability to meet the requirements of customers as well as other stakeholders on a long-term basis (Petchroong et al., 2022:2899; Alghamdi, 2018:187), while (Cizmas, 2020:9) defined it as the permanent performance of the organization in the long term that ensures continuity and takes into account the interests of all stakeholders through the interaction between the organization's internal environment and the external environment. According to (Mousa & Othman '2020 ; Baumgartner & Ebner,2010 ' Baedeker et al.,2002) sustainable organization performance consists of three dimensions as follows:

- **Economic performance**

Economic performance is the first basic element of sustainable organizational performance that is evaluated based on various indicators, such as profit, taxes, income, return on assets, market share, and assets. and liabilities (Khan et al, 2021:6). It represents the general aspects of an organization that must be respected alongside the environmental and social aspects in order to remain in the market for a long time.Economically sustainable organizations consistently produce returns above average and ensure that they have sufficient cash flow to ensure liquidity, as economic performance focuses on measuring the efficiency of the organization's use of its assets and accurately identifies information related to economic issues (Gabriel, 2021: 41-42).

- **Social performance**

Social performance constitutes the second dimension of sustainable organizational performance, as the organization's performance is evaluated based on social indicators, such as social commitment, training and development, welfare support, working conditions, and other benefits related to employees. Conversely, other evaluation indicators may include employee programs, occupational health and safety, product liability, and customer relationship management (Khan-et-al., 2021 : 6 ; Amui et al.,2017:309 ; Pislaru et al.,2019:998). A socially sustainable organization adds value to its communities by increasing the human capital used and enhancing community capital through individual partners. It works to manage social capital to clearly demonstrate its motivations to stakeholders who can broadly align with the organization's value system. Social performance measures the work of a particular organization within a particular value chain impacts the society in which it exists (Gabriel, 2021:41-42). (Jemsittiparsert-et-al., 2019:73) pointed out that sustainable social performance is the continuous creation of value for customers and stakeholders.

• Environmental performance

The environmental dimension relates to the organization's impact on living and non-living natural systems, including land, air, water, and ecosystems (Kovilage, 2021:3), and environmental performance goals are as important as economic performance and social performance goals, as organizations search for a win-win situation that integrates these critical components and enhances Sustainable performance. The environmental performance of organizations is evaluated through various indicators, such as reducing the use of harmful substances, reducing carbon dioxide emissions, reducing waste, mitigating environmental risks, and reporting environmental compliance (Khan-et-al., 2021:6); (Botta-Genoulaz, Chardine-Baumann & Henao et al.,2019:89;Akanmu et al.,2020:39;Iqbal et al.,2021:465).

According to (Kovilage, 2020:3-4), the environmental dimension relates to the organization's attempts to reduce the environmental impact in addition to reducing its energy use and waste production . (Gabriel, 2021:41-42) pointed out that an environmentally sustainable organization uses natural resources at a lower speed than they are reproduced naturally, in addition to monitoring the emissions resulting from its operations to ensure that they do not exceed the maximum amount that the natural system can absorb and assimilate, as environmental performance measures the degree of consumption of natural resources that the organization uses in its daily operations.

7. Descriptive analysis

7.1 Descriptive analysis of data for the paradoxical leader behaviors

The results of the table (1) indicate the responses of the sample members regarding the independent variable for which the descriptive analysis was calculated, including the arithmetic mean, the standard deviation, and the relative importance. In general, this axis indicated that there is a positive agreement among the sample members about its items. The relative importance reached (80.04%), with a weighted arithmetic mean (4.002) and a standard deviation of (0.505), and this indicates the consistency of the answers among them.

Table (1)

Results of descriptive analysis of paradoxical leadership behaviors data

Paragraph	mean	standard deviation	Minimum value	Maximum value	Relative importance
Itemx_1	4.121	.728	2.00	5.00	82.42%
Itemx_2	4.121	.750	2.00	5.00	82.42%
Itemx_3	3.895	.944	2.00	5.00	77.90%
Itemx_4	4.177	.797	2.00	5.00	83.55%
Itemx_5	4.105	.763	2.00	5.00	82.10%
Treating subordinates uniformly while allowing individualization	4.084	.509	2.40	5.00	81.68%
Itemx_6	4.129	.732	2.00	5.00	82.58%
Itemx_7	4.226	.844	2.00	5.00	84.52%
Itemx_8	4.121	.889	2.00	5.00	82.42%
Itemx_9	3.984	.826	2.00	5.00	79.68%
Itemx_10	3.855	.813	2.00	5.00	77.10%
Combining self-centeredness with other-centeredness	4.063	.621	2.00	5.00	81.26%
Itemx_11	3.702	.855	2.00	5.00	74.03%
Itemx_12	3.742	.891	1.00	5.00	74.84%

Itemx_13	3.976	.915	1.00	5.00	79.52%
Itemx_14	3.798	.883	2.00	5.00	75.97%
Maintaining decision control while allowing autonomy	3.804	.707	1.50	5.00	76.09%
Itemx_15	4.083	.717	2.00	5.00	81.61%
Itemx_16	4.129	.732	2.00	5.00	82.58%
Itemx_17	3.871	.928	2.00	5.00	77.42%
Itemx_18	4.081	.898	2.00	5.00	81.61%
Enforcing work requirements while allowing flexibility	4.040	.531	2.50	5.00	80.81%
Itemx_19	4.040	.830	2.00	5.00	80.81%
Itemx_20	4.024	.821	2.00	5.00	80.48%
Itemx_21	3.855	.969	1.00	5.00	77.10%
Itemx_22	4.153	.827	2.00	5.00	83.06%
Maintaining both distance and closeness	4.018	.635	1.75	5.00	80.36%
Paradoxical leadership behaviors	4.002	.505	2.38	4.96	80.04%

7.2 Descriptive analysis of data on sustainable organizational performance

The results of Table (2) indicate the responses of the sample members to the items of sustainable performance. In general, this axis indicated that there is positive agreement among the sample members, the relative importance of which reached (79.40%), with a weighted arithmetic mean. (3.970) and a standard deviation of (0.516), and this indicates the consistency of the answers among them.

Table (2)

Results of descriptive analysis of sustainable organizational performance data

Paragraph	mean	standard deviation	Minimum value	Maximum value	Relative importance
Itemy_1	3.984	.883	2.00	5.00	79.68%
Itemy_2	4.169	.804	2.00	5.00	83.39%
Itemy_3	4.089	.786	2.00	5.00	81.77%
Itemy_4	4.121	.739	2.00	5.00	82.42%
Itemy_5	4.250	.823	2.00	5.00	85.00%
Itemy_6	4.081	.889	2.00	5.00	81.61%
Environmental performance	4.116	.569	2.33	5.00	82.31%
Itemy_7	3.984	.816	2.00	5.00	79.68%
Itemy_8	3.855	.823	2.00	5.00	77.10%
Itemy_9	3.718	.861	2.00	5.00	74.35%
Itemy_10	4.089	.721	2.00	5.00	81.77%
Economic performance	3.911	.575	2.00	5.00	78.23%
Itemy_11	3.976	.888	2.00	5.00	79.52%
Itemy_12	3.758	.859	2.00	5.00	75.16%
Itemy_13	4.089	.733	2.00	5.00	81.77%
Itemy_14	3.960	.887	2.00	5.00	79.19%
Itemy_15	3.774	.854	2.00	5.00	75.48%
Itemy_16	3.782	.967	2.00	5.00	75.65%
Itemy_17	3.847	.937	2.00	5.00	76.94%

Social performance	3.884	.599	2.43	5.00	77.67%
sustainable organizational performance	3.970	.516	2.30	4.94	79.40%

8. Hypotheses testing

First: The main hypothesis: There is a positive effect of paradoxical leadership behaviors on sustainable organizational performance.

In order to test the hypothesis, we test its sub-hypotheses. The results of table (3) indicate the following:

Table (3)

Analyzing the impact of Paradoxical leadership behaviors on sustainable organizational performance

Dimensions	Dependent variable	α	β	R^2	Calculated (F) value	Tabular (F) value	Significance (P)
Treating subordinates uniformly while allowing individualization	sustainable organizational performance	0.795	0.778	0.587	173.158	(3.920) (6.851)	0.000
Combining self-centeredness with other-centeredness		1.080	0.711	0.731	332.104		0.000
Maintaining decision control while allowing autonomy		1.854	0.556	0.580	168.241		0.000
Enforcing work requirements while allowing flexibility		1.237	0.677	0.484	114.379		0.000
Maintaining both distance and closeness		1.607	0.588	0.524	134.110		0.000
Paradoxical leader behaviors		0.468	0.925	0.820	455.065		0.000

1st hypothesis: There is a positive effect for treating subordinates uniformly while allowing individualization on sustainable organizational performance.

Following up on the results of the analysis, it is clear that there is a positive effect relationship for the variable treating subordinates uniformly, while allowing for individual considerations on sustainable organizational performance. The value of the regression constant alpha reached (0.795) and the effect factor beta (0.778), and that the independent variable is able to explain (58.7%) of the variance obtained. In sustainable organizational performance which is reflected by the value of the interpretation coefficient (R^2), the significance of the model was confirmed by relying on the value of the (F) statistic, which is greater than its tabulated value, and the significance being within the acceptance zone, which is required to be smaller than (0.05). This results support the acceptance of the hypothesis.

2nd hypothesis: There is a positive effect of combining self-centeredness with other-centeredness on sustainable organizational performance.

The results of the analysis indicate that there is a positive effect relationship for the variable combining self-concern and concern for others on sustainable organizational performance. The value of the alpha regression constant reached (1.080) and the beta effect coefficient (0.711), and that the independent variable is able to explain (73.1%) of the variance occurring in the sustainable organizational performance which is reflected by the value of the interpretation coefficient (R^2). The significance of the model was confirmed by relying on the value of the F statistic, which is greater than its tabulated value. In addition, the significance is within the acceptance zone, which is required to be smaller than (0.05). This result support acceptance of the hypothesis.

3rd hypothesis: There is a positive effect for maintaining decision control while allowing autonomy on sustainable organizational performance.

Following up on the results of the analysis, it becomes clear that there is a positive effect relationship for retaining decision-making authority while granting independence on sustainable organizational performance. The value of the regression constant alpha reached (1.854) and the effect factor beta (0.556) and that the independent variable is able to explain (58%) of the variance occurring in the sustainable performance, which is reflected in the value of the interpretation coefficient (R^2). The significance of the model was confirmed by relying on the value of the (F) statistic,

which is greater than its tabulated value. In addition, the significance is within the acceptance zone, which is required to be smaller than (0.05). This results support the acceptance of the hypothesis.

4th hypothesis: There is a positive effect for enforcing work requirements while allowing flexibility on sustainable organizational performance.

The results indicate that there is a positive effect relationship for the variable imposing and enforcing work requirements while allowing flexibility on sustainable organizational performance. The value of the regression constant alpha reached (1.237) and the influence factor beta (0.677) and that the independent variable is able to explain (484%) of the variance occurring in the sustainable performance which is reflected by the value of the interpretation coefficient (R²). The significance of the model was confirmed by relying on the value of the F statistic, which is greater than its tabulated value. In addition, the significance is within the acceptance zone, which is required to be smaller than (0.05). The results support the acceptance of the hypothesis.

5th hypothesis: There is a positive effect for maintaining both distance and closeness on sustainable organizational performance.

Following up on the results of the analysis, it becomes clear that there is a positive influence relationship for the variable Maintaining both distance and closeness on sustainable organizational performance. The value of the regression constant alpha reached (1.607) and the influence factor beta (0.588), and that the independent variable is able to explain (52.4%) of the variance obtained. In the dependent variable, which is reflected by the value of the interpretation coefficient (R²), the significance of the model was confirmed by relying on the value of the (F) statistic, which is greater than its tabulated value, in addition to the significance being within the acceptance zone, which is required to be smaller than (0.05). The result supports acceptance of the hypothesis.

Testing the main hypothesis: There is a positive effect of paradoxical leadership behaviors on sustainable organizational performance.

Following up on the results of the analysis, it becomes clear that there is a positive effect for paradoxical leadership behaviors on sustainable organizational performance. The value of the regression constant alpha reached (0.468) and the influence factor beta (0.925) and that the independent variable is able to explain (82%) of the variance occurring in the dependent variable that it reflects. The value of the interpretation coefficient (R²) and the significance of the model was confirmed based on the value of the (F) statistic, which is greater than its tabulated value, in addition to the significance being within the acceptance zone, which is required to be smaller than (0.05). The results support the acceptance of the hypothesis.

9. Conclusions

Paradoxical leadership behaviors represent a major challenge, and achieving a balance and integration between these behaviors requires advanced tools in order to lead to build positive, encouraging relationships that contribute to achieving sustainable organizational performance. If leadership is unable to achieve an appropriate balance between them, the contradictions may reflect negatively on sustainable organizational performance. It became clear from the study that there is a good ability of department heads in the colleges under study to manage teaching staff in a unified fair, equal and friendly manner. There is a serious interest of them to deal with all teaching staff equally and fairly, taking into account the individual characteristics that distinguish each of them, as well as communicating with the teaching staff without discrimination and at the same time communicating with them according to their individual needs, in addition to distributing workloads among them equally, but they take into account the distinct individual strengths and abilities of each teacher to deal with different tasks, which represents the real gateway to achieving sustainable organizational performance. The endeavor of department heads in the private colleges to adopt contradictory behaviors related to fulfilling one's own needs, while paying attention to the expectations and desires of the teachers at the same time, and their keenness to always be at the center of attention and at the same time show a degree of respect and appreciation for the teachers is a good indicator of reaching the levels of advanced for sustainable organizational performance. The results revealed the presence of a direct and significant effect of the paradoxical behaviors of departments heads on sustainable performance of their colleges, meaning that a high level of paradoxical behaviors of them can predict a high level of sustainable organizational performance.

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