

LEADERS' BEHAVIORAL REPERTOIRE AND ITS ROLE ON REDUCING DEFEATIST ORGANIZATIONAL BEHAVIOR IN WORKPLACE (An Empirical Study in Kufa Cement Factory)

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Abstract

This research examines the nature of relationship between behavioral repertoire and defeatist organizational behavior in the Kufa Cement Factory in Najaf, as its importance is represented in dealing with two very important variables in organizational environment, as well as appropriate foundations to address a realistic problem that directly affects work environment on one of the most important Iraqi institutions, so researcher used the random sampling method to distributed 120 questionnaires to many workers in the aforementioned factory, both men and women. (112) valid questionnaires were used for statistical analysis, and both advanced statistical software (SmartPLS4) and statistical software (SPSS) were used. Theoretical findings indicated that more research is needed to fully understand the connection between behavioral repertoire and defeatist organizational behavior in the factory, while practical findings indicated that the behavioral repertoire has a positive and significant influence on this type of behavior.

Keywords: Behavioral Repertoire, Defeatist Organizational behavior, Competitive Role.

Introduction

The behavioral repertoire of leaders is one of the most important whose applications and reflects positively on achieving organizational goals (Speckhart, 2013:3). The behavioral repertory is a collection of leadership roles that come from the behaviors, experiences, and skills that leaders have accumulated over time to create a knowledge base that may be used to foster leadership innovation in the workplace. It is also centered on managing managers' performance and utilizing their leadership capabilities. Additionally, businesses are presently working to enhance and expand their behavioral repertoire because it is essential for fostering creativity and leadership abilities., in addition to their interest in enhancing the organizations' sustainability and progress (Al-Zu'bi & Alkharabsheh, 2020, P: 2643). Organizations' competing requirements create a variety of leadership issues, necessitating the deployment of various leadership behaviors suitable for a range of objectives.. Recently, one study found that managers engage in a variety of behaviors to achieve support and more comprehensive

understanding of the complex leadership perspective. Some researchers as (Pedersen et al., 2019) argue that the complexity of understanding leadership has been missing despite efforts to develop management and leadership models. Also, focus on leadership within the framework of cooperation between organizations, as this call confirms a more comprehensive perspective. Therefore, today we can portray leadership as a behavioral repertoire for the leader. Based on the foregoing, the leadership behavior repertoire can be viewed as a set of behavioral options available to the leader for choose from in order to find an optimal way to act in light of the environmental conditions. Repertoire also embodies a variety of roles fulfilled by leaders that can be activated through a set of behaviors related to a set of actors in different directions. Behavioral choices then include groups of behaviors that differ in orientation (task, relationships, change, external environment; (Yukl, 2012) and work orientations (up and down the hierarchy of superiors and subordinates) (Hoek et al., 2021, p:4).

As for the organizational defeat, competition can lead to improved productivity, but it may lead to a feeling of defeat in those who lose out on competition. Especially since the competition that involves personal interactions, It also involves a social comparison process. Thus, this competition may have a variety of repercussions on one's own viewpoint as well as the social significance of competition. While high organizational commitment and competitiveness were positively correlated with employees in competitive situations, someone's perception that others in the competition will not achieve their goals and give an indication of cooperative behaviors that lead to the development of good relationships more than individual experiences, so competition has a different effect depending on whether the competition is between individuals or groups. If defeated individuals are held accountable, individuals are less likely to improve their performance. Conversely, work groups are more likely to work harder and group members encourage each other, while competing individuals working alone do not receive the same support. (Abaie et al., 2021, P:93) furthermore, (Thau et al., 2007, P: 840) identify one of the most powerful methods of motivating people to work for an organization as the urge for affiliation. Some employees prefer to work in teams rather than alone because they want to accomplish something. The significance of this in each employee life is also shown by the fact that when they are discouraged, it can result in depression, sadness, low self-confidence, and helplessness between desired and actual levels. As a result, individuals will act in ways that are less helpful and more detrimental to themselves. And that these actions are likely to lead to self-defeat over the long run rather than narrow the gap between intended and real affiliation, thus this defeat will be measured at the organizational level. The current idea is that employees sometimes behave in ways that can prevent them from fulfilling their desires, interests, or goals. Also, managerial decision-making by managers is often irrational. They act in ways that prevent them from maximizing their results and achieving assumed organizational goals. These behaviors are destructive behaviors that lead to organizational defeat. Therefore, Behavioral and cognitive repertoire of leaders is necessary to enhance cohesion and harmony among individuals within the organizational work.

2. THEORETICAL REVIEW

A list of the main concepts used in previous literatures which is related to the concepts of this research.

2.1 The conception of a leader's behavioral repertoire and its elements

The so-called behavioral repertoire, which was portrayed as a reference for the behavior of leaders based on the study of (Quinn 1984), emerged as a result of numerous researchers indicating that managers and leaders engage in a variety of different workplace behaviors that are complicated and difficult to predict. Moreover, it was discovered that the effectiveness of leaders depends on a variety of behaviors rather than a single type because they must balance and combine a variety of leadership behaviors through their various attitudes and repertoires in order to influence stakeholders and inspire cooperation among peers, subordinates, and superiors (van der Hoek et al, 2021,P : 5-6), one of the studies that the behavioral repertoire reflects the nature of the interaction of business leaders with their organizational environment, employees, heads of departments and other elements, as it gives leaders the ability to use their accumulated experience and skills to develop different solutions and deal with problems facing business performance (Al -Zu'bi & Alkharabsheh, 2020, P:2643), and in light of the foregoing in Table (1) below, some definitions of the behavioral repertoire of leaders.

Table 1. Defining the behavioral repertoire of leaders

Reference	Definition
(Lawrence et,al ,2009,P:87)	The effectiveness of the leader and ability to show a range of diverse behaviors to predict the behavior of individuals and benefit from them to face the dynamic and complex environmental transformations as a result of having different behavioral references.
(Speckhart, 2013,P: 6)	The behavior of the leader in the organizational environment emanating from experience, practices and talent that increase ability to deal with the problems faces at work and that provide support for the development of the organization.
(Călin, 2020,P:574)	The sum of the roles assumed and practiced by the members of the management team and is one of the components of behavioral complexity.
(Alawamleh et al, 2020,P:2534)	Specific sets of behaviors that include specific roles are designed to focus on non-trivial behavior patterns that are central to job performance.
(van der Hoek et al, 2021,P:5)	The set of behavioral choices available to an individual to address a variety of issues in an appropriate and correct manner.

According to various research (McGuire & Silvia.2009), Chen et al. (2006), and Al-Zu'bi & Alkharabsheh 2020:2643), the behavioral repertoire of leaders has two components (role of cooperation, role of competition), which we identify that follow:

1. Collaborative Role: This is one of the most significant roles that improves the range of behaviors available to company executives. It involves (job facilitation, job direction, and guidance). By encouraging them to participate in decision-making and not to be completely isolated from prior leaders, managers are able to influence employee behavior in a way that is consistent with the goals of the individual and the organization. Managers also pay attention to employees' needs and desires in order to strike a balance in the course of action.
2. Role of Competition :The competitive role emphasizes the growth of a competitive nature, demonstrating the leader's great desire to work hard, exhibit strong work ethics for the tasks assigned to the organization, and equipping him with the knowledge and skills to comprehend and deeply analyze the conditions in the business environment to overcome obstacles. The competitive role also contributes to the analysis of competition by identifying the factors associated with competitors and determining the financial and market performance of the organization.

2.2 Importance of Behavioral Repertoire for Leaders

Numerous academic works indicate the importance of behavioral repertoire for leaders in enhancing organizational performance. If a group of researchers reported that the behavioral repertoire that leaders enjoy helps to develop plans, mechanisms, and leadership style that fit these behaviors. improving and developing managers' and supervisors' skills and equipping them with the behaviors needed to fulfill the various jobs in order to adapt to changes or demands put on by the workplace (Alawamleh et al, 2020, p: 2534). As others have indicated, the more repertoires that leaders display, the more effective of leader will be through the diverse situations that organizations go through. In addition, leaders with a wide behavioral repertoire were more effective than those with less of this behavior, and they can often assume their leadership roles in an effective way as seen by their superiors, subordinates, and peers (Zaccaro & Klimoski, 2001, p:109)

Finally, it has been shown (Al-Zu'bi & Alkharabsheh, 2020, P:2643) that the importance of the behavioral repertoire of leaders lies through several things that we list as follows:

1. In the context of the organizational environment, the behavioral repertoire possessed by business leaders appears innate or deliberate.
2. Help managers become better at responding to organizational changes and identifying the advantages and disadvantages of organizational performance.
3. Interested in activating and enhancing the sustainability of human resources.

2.3 Concept of Defeatist Organizational Behavior and its elements

Many business organizations seek to enhance the productivity of their employees, as productivity is an important element in the competitiveness of company to gain superior advantages in its business, especially in companies that have large numbers of employees. However, it is difficult to maintain or at least increase employee productivity. Conversely, employees may display various adverse behaviors at work that reduce their work productivity. One of the counterproductive behaviors at work is defeatist work behavior. This manifests itself in various forms, such as fear of learning, anxiety under pressure, frustration in expressing work needs, revenge at work, inability to comply with instructions, etc. These types

of behaviors also cause many problems such as low performance, unfulfilled goals, low quality of the work relationship, bad decision-making, low spirit of group cooperation, poor ability of employees to take care of themselves and a decline in vocal behavior, and this is enough to achieve an organizational defeat within the organizational and competitive environment. (Al-Nasrawi, 2023, p:19) (Kaukab, & Efendi, 2020, p:1026), and in light of the above in table (2) below, some definitions of defeated organizational behavior:

Table 2. Definition of Defeatist Organizational Behavior

Reference	Definition
(Kulkarni,2010,p:444)	Behaviors practiced by individuals as a result of competitive or non-competitive pressures that impede the achievement of desires and goals.
(Pasnau, 2015,P:24)	Organizations' fear of responsibility and panic as a result of their inability to confront external influences and achieve goals.
(Campellone et al.,2016,P:1)	Negative thoughts that affect and hinder an individual's ability to implement and initiate goal-directed behavior.
(Almohtadi et al., 2019,P:114)	Individuals surrender to the pressures of negative defeatist thoughts and the fading of all defensive tricks, as if they were looking through a distorted, vague and unclear window.
(Abaie et al.,2021,P:94)	The failed struggle and the loss of social status as a result of internal conflicts and the decline in the ability to achieve social and material resources.

As for the dimensions of defeatist organizational behavior, it was identified by many studies (Ramakrishnan et al., 2022) (Gavora et al., 2015), with two dimensions (Failure of self-regulation (failure), Habitual (innate) nature), which we present as follows (Renn, & Biggane, 2018, p:7):

1. Self-regulation failure (failure): This term refers to emotion-impulsiveness in action, which means that self-regulation can be unsuccessful and defeated conduct can happen as a result of active or impulsive processes. This indicates that self-regulation may be unsuccessful when a conscious decision is made not to alter a condition or reaction in the desired or necessary manner to achieve the objective, even while a conscious thought is given to changing a state or response that impairs the likelihood of reaching the intended outcome. This may occur if individuals run out of cognitive resources or when they apply inaccurate knowledge or standards..
2. Habitual (innate) nature: It represents the second dimension and is meaningful, as many of the defeated behaviors are habits. And that habits are acquired behaviors that are repeated over time because, once learnt and stored in memory, they can be seen or used by others due to contextual factors that change depending on the activity. The dual process models

of human decision-making and social conduct, which are prevalent in contemporary theories of cognitive and social psychology, suggest that two distinct modes of processing govern human behavior.

3. 2.4 Factors Influencing on Defeatist Organizational Behavior

Organizational defeat can be achieved by many factors. There may be internal or external factors, as (Collins, 2010, P:2) indicated that there are several important factors that lead to organizational defeat. We list them as follows:

- Weakness of material resources, any weakness in this resource is enough to achieve defeat because it is source of strength and best weapon for competition in organizations because through this resource of organization can dominate the market and stay in competition for the longest time and this thing will blow up some organizations and lead to organizational defeat.
- Organizations use the method of maneuvering, as organizations that are weak organizationally are weak in response and do not have ability to use their strengths quickly and do not invest in appropriate opportunities, as small organizations can defeat the largest organizations and achieve victory over them.
- Organizations have human resources of varying quality, the lower their quality compared to competitors, the more they suffer defeat.

While one of the studies showed that defeat lies in the leaders' carrying of beliefs in which they see reliability as being originally the result of a reliable method or a method that was believed to be correct or guaranteed, and in fact the opposite is the case (Finlay, 2001, p:3). In this regard, it is important to pay attention to the commitment of individuals to their work, as their lack of organizational commitment will facilitate withdrawal from competition and risk of defeat. Because it depends on a psychological bond between the employees and the organization, Mowdayt (1974) saw that the organization should have three elements: (a) acceptance and belief in the values and goals of the organization, (b) willingness to meet the goals of the organization, and (c) a strong desire to remain in the organization. Otherwise, disintegration and defeat will occur in it (Abaie et al., 2021:94)

2.5 Characteristics of Defeatist Organizational Behavior

The researchers mentioned in the literature an explanation about the characteristics of the defeated behavior, as it represents a basic basis for achieving the organizational defeat.

According to (Reddy et al., 2018, p. 54), a person who exhibits defeatist behavior exhibits broken self-will, the weakness of their personality in front of others and themselves, an inability to face challenges, aversion to their present and future activities, and the recovery of their soul for what brings them happiness. According to Grant & Beck (2009, p. 33), people and groups that experience intellectual and cultural conflicts, disturbances in values, and frustration always experience psychological defeatism, and it seems complicated when this defeat affects their thoughts, principles, and values. The defeated person will consequently become intellectually and socially boring, lonely, and pessimistic.

2.6 Models of Defeatist Organizational Behavior

Previous literature (Jones & Berglas, 199), (Thompson, 1988), (Baumeister & Scher, 1988) produced many images that illustrate models of defeatist organizational behavior, which we list as follows (Kramer, 2005, p: 236-237):

1. Irrational perseverance: Although perseverance is often seen as a virtue, misguided perseverance can waste time and resources, and thus eliminate one's chance of succeeding in lofty goals.
2. Suffocating behavior: There is a second category of defeatist organizational behavior that may impair the effectiveness of the leader as an influence agent who suffocates under pressure. As its name suggests, individuals suffocate under stress when they choose a coping strategy that they cannot successfully implement in a situation where good performance is critical.
3. Reverse Bargaining Behavior: Reverse bargaining behaviors constitute another important category of defeatist behaviour, as leaders use bargaining as a way to deal with the diverse preferences of their opponents and followers. Bargaining strategies backfire when Different misconceptions about the opponent's personality or bargaining position are the basis for leaders' strategic decisions about how to persuade these individuals..
4. Passive Recruitment: Such behaviors entail a misjudgment of how the target of trying to influence an individual's behavior will interpret and respond to it. The person overestimates the likelihood of a positive response to a compliment or provision of a favor. For example, an influence agent may attempt to using flattery to gain advantage and to discover that goal devalues the effort of others.
5. Handicapping behavior: Another model of defeating organizational behavior that can prove self-defeating in the long term, although it is effective from the point of view of promoting short-term goals (for example, protecting one's self-esteem). However, subjective handicap entails organizing the conditions surrounding a person's performance to offer a plausible explanation for their failure. For instance, drinking too much before a crucial presentation or sleeping too little before a crucial exam.

2.7 Proposed Research Model and Hypotheses

The framework, based on behavioral complexity theory perspective and Cognitive social theory, is conceptualized based on a number of previous studies (McGuire & Silvia.2009; Chen et al,2006; Al-Zu'bi, & Alkharabsheh,2020; Renn, & Biggane, 2018; Gavora et al., 2015; Ramakrishnan et al., 2022). Figure 1 then depicts the research framework for the current study.

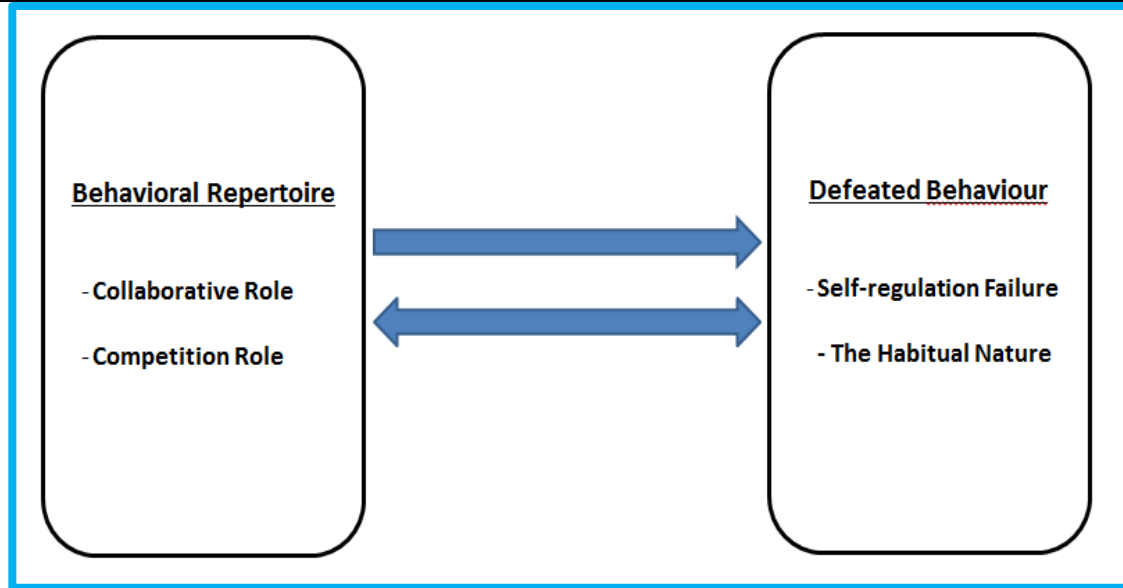


Figure 1. Theoretical Framework

According to theoretical framework of this research, the hypotheses are formulated as:

H1: There is a positive and significant influence of Behavioral Repertoire (BR) on defeatist organizational behavior (DOB).

H2: There is a positive and significant impact of Collaborative Role (CR) on defeatist organizational behavior (DOB).

H3: There is a positive and significant impact of Competition Role (CRR) on defeatist organizational behavior (DOB).

3. METHODOLOGY

3.1 Target Population

In the current research, population refers to all employees working in the Kufa Cement Factory in Najaf Governorate, Iraq.

3.2 Sample and Procedure

From May to June 2023, 120 employees were randomly assigned surveys, which were then personally delivered and collected. 112 valid questionnaires were collected, according to the random sampling procedure.

3.3 Research Design

In the present study, the 26 measurement items were adapted from (McGuire & Silvia, 2009).; (Chen et al., 2006) for Behavioral Repertoire ,(Ramakrishnan et al., 2022);(Gavora et al., 2015) for defeatist organizational behavior. Additionally, the current study aims to quantify all variables using a 5-point Likert scale, where survey questions are referred to as degrees of agreement (1 = strongly disagree, and 5 = strongly agree).

3.4 Findings

Through this topic, the relationship between the independent variable (behavioral repertoire) and the dependent variable (defeatist organizational behavior) will be determined. The hypotheses will be tested after ensuring that the data is normally distributed and that there is internal consistency in addition to stability, so the statistical program (Smart plus) will be used in addition to (SPSS).

Factorial analysis of the research paragraphs: This portion of the study will reveal the consistency of the respondents' responses to the questionnaire's paragraphs as well as the degree to which each paragraph's moral saturation is either accepted or rejected. Confirmatory factor analysis served as the basis for it.

3.5 Factor analysis of items of behavioral repertoire (BR) dimensions: Figure (2) presents the factor loading ratios and the level of significance for the items of behavioral repertoire dimensions, which consists of two dimensions (cooperative role (CR), competitive role (CRR)).

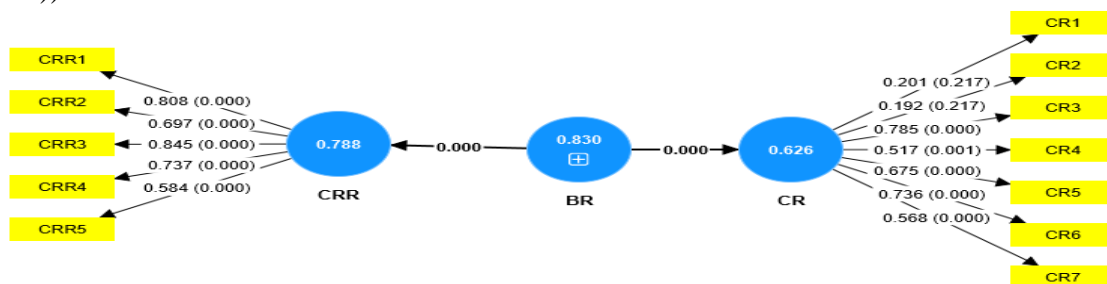


Figure 2. Factor analysis of items of behavioral repertoire dimensions

Source: prepared by researchers using SmartPLS4 output

According to Figure (2), the items of the behavioral repertoire dimensions all achieved acceptable percentages based on (p-value) percentages that achieved percentages less than (0.05). Except two items (CR1, CR2) within the items after the behavioral repertoire did not achieve an acceptable saturation rate.

3.6 Factor analysis of items of the dimensions of defeatist organizational behavior (DOB):

Figure (3) presents factor loading ratios and the level of importance for the items of the dimensions of defeatist organizational behavior, which consist of two dimensions (Failure of Self-regulation (FS), Habitual Nature (HN)).

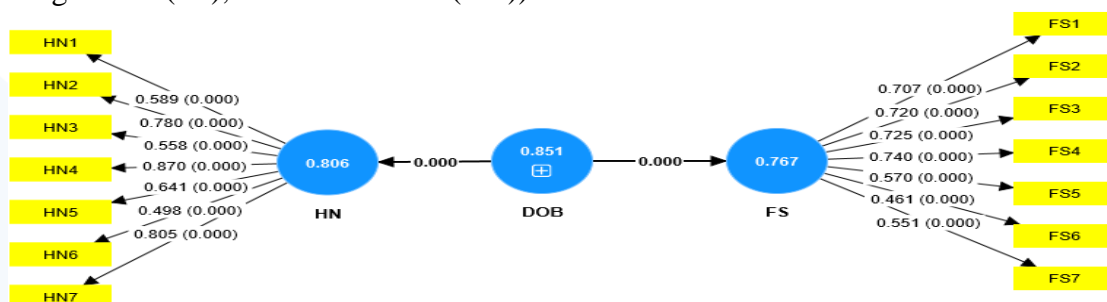


Figure 2. Factor analysis of items of defeatist organizational behavior dimensions

Source: prepared by researchers using SmartPLS4 output

According to Figure (3), items of the organizational defeatist behavior dimensions all achieved acceptable percentages based on the percentages (p value) that achieved percentages less than (0.05).

Table 3. Descriptive Statistics

Factor's name	items	Mean	Std. Deviation	Skewness	Kurtosis
Collaborative Role	CR1	2.86	1.18	0.51	-0.71
	CR2	2.68	1.25	0.78	-0.49
	CR3	2.47	1.06	0.63	-0.22
	CR4	2.86	1.34	0.43	-1.14
	CR5	3.04	1.39	0.41	-1.44
	CR6	2.70	1.43	0.49	-1.12
	CR7	2.93	1.44	0.42	-1.45
Competition Role	CRR1	2.85	1.46	0.45	-1.35
	CRR2	2.95	1.31	0.35	-1.09
	CRR3	2.88	1.60	0.27	-1.59
	CRR4	3.11	1.38	0.28	-1.51
	CRR5	3.00	1.34	0.12	-1.09
Behavioral Repertoire	BR	2.86	1.35	0.43	-1.10
Failure of Self-regulation	FS1	2.60	1.11	0.81	-0.17
	FS2	2.73	1.16	0.33	-0.66
	FS3	2.97	1.31	0.20	-0.99
	FS4	2.49	1.23	0.61	-0.59
	FS5	2.51	1.23	0.69	-0.63
	FS6	3.34	1.38	0.06	-1.65
	FS7	2.91	1.35	0.41	-1.23
Habitual Nature	HN1	2.89	1.38	0.49	-1.35
	HN2	3.13	1.43	0.24	-1.60
	HN3	2.98	1.23	0.27	-0.97
	HN4	3.14	1.58	0.06	-1.67
	HN5	3.17	1.33	0.25	-1.53
	HN6	3.38	1.38	-0.01	-1.64
	HN7	3.02	1.40	0.27	-1.41
Defeatist Organizational Behavior	DOB	2.91	1.33	0.38	-1.13

It is evident from the figures in the table above that the means are higher than (2.5) which are acceptable values for the dimension availability ratio, and also indicate that the standard deviation values are also acceptable and that the skew and kurtosis for each factor of the study are between -3 and +3. Additionally, the sample data's distribution can be stated to be normal for each factor, making the data eligible for analysis.

Table 4. The correlation coefficient between the dimensions of the study

		CR	CRR	FS	HN	BR
CR	Pearson Correlation	1				
	Sig. (2-tailed)					
CRR	Pearson Correlation	.760**	1			
	Sig. (2-tailed)	.000				
FS	Pearson Correlation	.793**	.778**	1		
	Sig. (2-tailed)	.000	.000			
HN	Pearson Correlation	.492**	.473**	.581**	1	
	Sig. (2-tailed)	.000	.000	.000		
BR	Pearson Correlation	.936**	.940**	.837**	.514**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

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

Correlation analysis' findings show values between -1 and +1. A negative result shows that there is a poor correlation between the two parameters. A positive value denotes a favorable correlation between the two factors. A correlation is considered to be strong when its value is around -1 or +1 and weak when it is near zero.

The association is positive and significant at the level of 0.01, among the study dimensions , according to the results in the table above.

3.7 Regression Analyzes Results of impact Defeatist Organizational Behavior on Behavioral Repertoire: Figure (4) and table (5) show the results of a simple linear regression analysis of independent variable (behavioral repertoire) on dependent variable (defeatist organizational behavior).

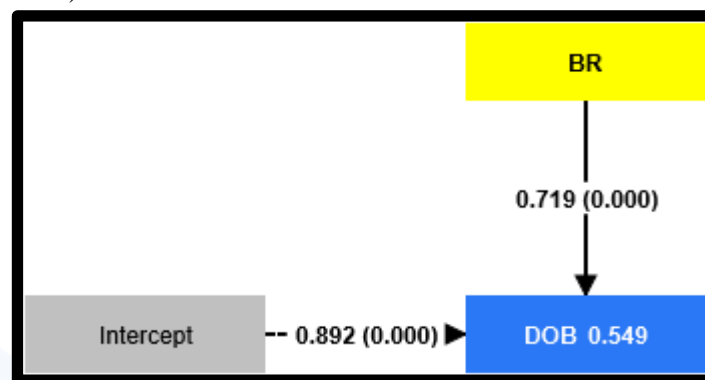


Figure 4. Regression analyze results of impact Behavioral Repertoire on Defeatist Organizational Behavior

Source: Prepared by researchers based on the output of SmartPLS4

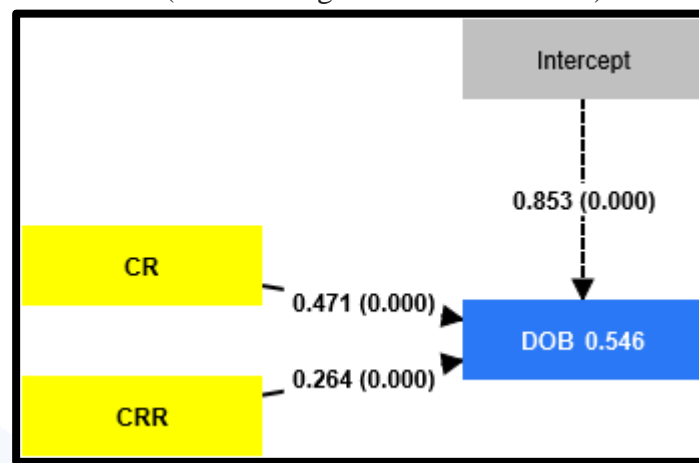
Table 5. Regression analyze results of impact Defeatist Organizational Behavior on Behavioral Repertoire

Dependent Variables	Independent Variables	β	t	P VALUE	R^2	F
Defeatist Organizational Behavior	(Constant)		4.868	.000	.549	135.93
	Behavioral Repertoire	.74	11.66	.000		

According to the results of the above table, We reject the null hypothesis and accept the hypothesis (H1) because the value of the effect (β) of **behavioral repertoire** on **defeatist organizational behavior** reached (.74), which is a positive and significant relationship because the calculated value (t) of (11.66) is more than the tabular value (t) of (1.96) and the p-value (.000) is less than the level of significance (.05).

The coefficient of determination (R^2) for **Behavioral Repertoire** reached (.55) and this explains the variation in **Defeatist Organizational Behavior** by (.55) and the rest (.45) is due to factors not included in the study, which is acceptable ratio because the calculated value (F) reached (135.93) which is more than its tabular value (3.48).

3.8 Regression analyzes results of impact Defeatist Organizational Behavior and dimensions of Behavioral Repertoire: Figure (5) and table (6) show the results of multiple linear regression analysis for the dimensions of the independent (cooperative role, competitive role) in the dependent variable (defeatist organizational behavior).

**Figure 5.** Regression analyze results of impact Behavioral Repertoire dimensions on Defeatist Organizational Behavior

Source: Prepared by the researchers based on the output of SmartPLS4

Table 6. Regression analyze results of impact Defeatist Organizational Behavior on dimensions of Behavioral Repertoire

Dependent Variables	Independent Variables	β	t	P VALUE	R^2	F
Defeatist Organizational Behavior	(Constant)		4.291	.000	.546	67.64
	Role of Collaborative	.437	4.439	.000		
	Role of Competition	.356	3.613	.000		

The value of effect (β) of **Role of Collaborative** on **Defeatist Organizational Behavior** reached (.44) which is a positive and significant relationship because the calculated value (t) of (4.439) is more than the tabular value (t) of (1.96) in addition to the p-value (.00) which is less than the level of significance (.05) we reject the null hypothesis and accept the hypothesis (**H2**), and the value of the effect (β) of **Role of Competition** on **Defeatist Organizational Behavior** reached (.36), which is a positive and significant relationship because the calculated value (t) of (3.61) is more than the tabular value (t) of (1.96) in addition to the p-value (.00) which is less than the level of significance (.05) so we reject the null hypothesis and accept the hypothesis (**H3**).

The coefficient of determination (R^2) for **Role of Collaborative**, **Role of Competition** reached (.51) and this explains the variation in **Defeatist Organizational Behavior** by (.51) and the rest (.49) is due to factors not included in the study, which is acceptable ratio because the calculated value (**F**) reached (67.64) which is more than its tabular value (2.60).

5. CONCLUSION

While the hypothesis is supported that behavioral repertoire affects organizational defeatist behavior positively where the p-value is less than 5%. And depend on previous results, the study reached a set of conclusions, the most important of which are the following: The general mean of the behavioral repertoire was (2.86), which is higher than the default average, and this indicates that the leaders have a high behavioral repertoire that helps them to enhance the cooperative role as well as the competitive role at work. As for the defeatist organizational behavior, it is also close to the default mean (2.91). The results also led to a significant correlation between behavioral repertoire and defeatist organizational behavior by (.74), which will enhance the level of behavioral repertoire among leaders in the Kufa Cement Factory. The results showed that there is an effect of the dimensions of the behavioral repertoire on the defeatist organizational behavior, where the effect of the cooperative role (.437) and the competitive role (.356) was positive in the organizational defeatist behavior, and this indicates a group of leadership roles practiced by the administration, which resulted from the accumulation of behaviors and experiences and skills. This was formed for the knowledge that

can be relied upon to develop leadership innovation in the factory, as well as the factory management's endeavor to improve and develop the behavioral repertoire because it plays a fundamental role in developing leadership skills and creativity and thus leads to reducing organizational defeatist behavior.

6. Recommendations

- Work hard to develop and enhance the behavioral, skill and cognitive repertoire of leaders through educational and awareness workshops.
- Raising the morale and psychological state of the workers at work in order to reduce the internal defeatist gap through support, successful self-organization and good handling of matters.
- Urging the leaders in the Kufa Cement Factory to develop and expand their behavioral repertoire base because of its role in reducing organizational defeats.
- Promoting the competitive practices of administrative leaders in the factory in a productive and purposeful way, far from randomness, in a way that develops the level of repertoire and enhances its role.

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