

Title:

A Paradoxical Kind of Living: Using the Paradox Theory Lens to Explain Organisational Dysfunction in High Status Jobs.

Abstract:

Professional roles exist in highly regulated systems in which multiple compliance obligations are not always coordinated and in many cases are contradictory. The resulting uncertainty for the professional practitioner generates classic role ambiguity and role conflict dilemmas. These are further confounded by high complexity in the professional roles. Furthermore, because the professional role holders carry personal liability for their licence obligations there is little organisational support or protection from regulatory or legal sanction in the event of problematic role performance. The attendant pressures contribute to low performance outcomes and practitioner burnout. We model this dysfunctional system and identify individual coping behaviours as mediators of both performance outcomes and burnout.

Names and Affiliations:

\*Dr Mark Toon, Senior Lecturer in Marketing and Strategy, Cardiff University, UK  
Dr Laura Reynolds, Lecturer in Marketing and Strategy, Cardiff University, UK

\*Corresponding author