Managerial Syndromes and their Effects on Organizational Vitality of Teachers in Tehran Vocational Schools

Sara Ezzatpoor¹, Ahmad Valipour²

¹Department of Management, Gorgan Science and Research Branch, Golestan, Iran
²Faculty Member of Management, Islamic Azad University, Sari Branch, Mazandaran, Iran

Abstract
This study aims to explore managers catching managerial syndromes and their effects on organizational vitality of teachers in vocational school of Tehran. The present study is descriptive-survey. Statistical population of this study is 3864 people namely all teachers in female vocational school of Tehran. Sample size is 351 people selected based on Morgan Table. Library and survey methods were used to collect data. Data collection tool is questionnaire. Two questionnaires were used in this research including researcher-made questionnaire of managerial syndromes including 60 items based on Austin theory and happiness questionnaire of Watson, Clark, & Tellegen (1985) including 19 items. In order to determine content validity of questionnaires, the ideas of university professors and some experts were used and reliability of questionnaire was confirmed by alpha Cronbach coefficient. Descriptive and deductive statistics such as normality test, Pearson correlation, and regression coefficient were used in order to analyze data. Research results show that managerial syndrome and its aspects namely hurt to itself, coworkers and organization, have significant relationship with organizational vitality of staff.

Keywords: management, managerial syndrome, organizational vitality

Introduction

Today, world has many stresses that most of them are related to work place. Conflict in organization, deprivation from reward, delay in going to work, injustice in work place, pressure by board of directors and organization heads are examples of stresses in work place. In contrary, Argyle et al. in their study stated that vitality acts as spray against stress. According to scientists, the existence of symbols of depression, negative emotions, and neuroticism in organizations lead to the reduction of employees’ efficiency, work leaving, absence, and many other mental and social problems so that happiness in work place and society go out and exhaustion is replaced (Nasrabdi et al., 2009).

Success in each organization has intensive dependency on decision making system of managers (Austen, 2007). This fact has great significant particularly in service providing centers such as banks (Wiles, 1998). System management needs learning experience and power with ability to correct decision making disciplines of managers (Behrangi, 2001) but experiences show that the same managers with efficiency instruments can insert irreparable wounds on organization body by attitude, behavior, and finally by conscious and unconscious decisions (Ghafur, 2010).

Most victims of weak leadership suffer from a kind of social stress which is similar to stressful syndrome before occurrence that can have intensive negative effects on people (Leymann, Gustafsson, 1996; Wilson, 1991). Therefore, employees of an inexpressive leader can have many social, mental, and spiritual problems. This matter shows its signs on efficiency, ability of execution of that employees (Einarsen, 1999; Einarsen & Raknes, 1997).

On the other hand, organizational vitality is one of the effective factors on efficiency of human resources of organizations. Making a happy organization that is one of the strategic needs for long-term success requires satisfaction and vitality of human resources. Thomas Jefferson, inventor, politician, and the third president of US, in an announcement about independence said that
following vitality and happiness is one of initial and main human rights and its value and importance is as much as life and freedom (Gholmzadeh, 2009; 1).

Exploring management diseases in education is considered very little. Therefore, this lack of attention can not lead to deny this phenomenon in system, hence, the present study tries to explore managers’ infection to managerial syndromes and their effects on organizational vitality of teachers in in girl vocational school of Tehran.

The necessity of working on vitality and its bringing factors is essential for society and its institutions. According to management experts, the biggest key for productivity is having happy employees. There is vivid relationship between happiness and productivity. Other effects of happiness in work place are enhancement of benefit and production, improving ability of decision making, increasing customers’ satisfaction, reducing absence, doing work with more enthusiasm, improving communications, increasing employees’ commitment, reinforcing team work, and increasing creativity and innovation in organization. The studies performed by business students like Barsad and Staw (1993) show that students with more positive emotions are better decision makers and have higher interpersonal skills that both are important features of successful managers (Zarei & Haghguyan, 2011).

Purposes of Research
The purpose of this study is to identify how managers are infected to managerial syndromes and its effect on organizational vitality of teachers in Tehran girl vocational school.
- Identifying managers’ infection to self-injury managerial syndromes and its effect on organizational vitality of teachers in Tehran girl vocational school.
- Identifying managers’ infection to managerial syndromes of injury to coworkers and its effect on organizational vitality of teachers in Tehran girl vocational school.

Classification of Managerial Syndromes
There are various points of view and approaches to classify destructive leadership such as the followings:

Kellerman Classification
Incompetent
- Rigid
- Extremist
- Hard-hearted
- Corrupted
- Solitary
- Vicious

One problem beside making efficient typology in destructive leadership field is extensive and pervasive evaluation of destructive leadership in organization while some researchers evaluate and explain some negative features of leadership (such as bothering supervision, bullying, narcissistic leadership, poisoned leadership, and destructive leadership). There is this probability that destructive leadership can have some specifications with different negative leadership types (Shaw et al., 2011: 576)

Classification of Einarsen et al. for Managerial Disease
Einarsen et al. (2007) by providing the following conceptual model indicated 4 main principles and three of which are in classification of destructive leadership.
- Oppressive leadership
- Derailed leadership
- Supportive- traitorous leadership

Openly accessible at http://www.european-science.com
- Constructive leadership
  This classification was tested empirically.

Behavior in favor of the subordinate

<table>
<thead>
<tr>
<th>Constructive leadership</th>
<th>Supportive- traitorous leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Behavior in favor of the subordinate</td>
<td>Anti-organizational behavior</td>
</tr>
</tbody>
</table>

| Derailed leadership | Oppressive leadership |

Behavior against subordinates

**Figure 1: Model of constructive and destructive leadership (Einarsen et al., 2007)**

**Effects and Results of Managerial Syndromes**

An organization success depends on efficiency of leadership behavior. If leader has negative leadership features, its results influence not only on organization, but also on range of subordinates (Quang Yen et al., 2013: 595).

Padilla (2007) mentioned destructive leadership and its results by focusing on the main orientation and purpose:

- Toward himself (personal destruction)
- Toward organization, internal members or external stockholders.

Personal destruction can be considered as unfavorable element that leaders cause it themselves.

Reprimand, criminal record or damaged reputation. Personal destruction includes injury consequences that person experiences himself and its most popular form is derailing including firing, demotion or any failure in working progress.

Organizational destruction happens when leaders cause misfortune for their followers such as internal and external stockholders and social institutions. This type of destruction includes a demoralized working force, environmental crisis, and countries moved toward poverty. Organizational destruction is different from personal destruction and actually can increase power of a leader and time period of his life exactly similar to when dictators control the mass media, weaken opposite social institutions, order army to oppress objections, or use national resources for personal benefits. But organizational destruction influences on life quality of employees and citizens and endangers organization purposes (Padilla et al., 2007: 177)

**Classification of Managerial Diseases according to Charles Austin**

Charles Austin (1996) in his study identified three types of managerial diseases that each one includes a certain managerial behavior.

- Manager’s hurts to himself: disease causes manger hurts himself.

**Managers Hurts to Himself**

Austen for this group of diseases introduced 20 types of self-injured managers. These diseases are as following:
a. Manager as Critics: there are many managers that do not criticize their employees out of their state; therefore, they always change their employees' words a little not to let employees think they are illiterate or unskilled.

b. Commandant manager: some managers change their company to the critical area and their behavior with their employees is like behavior of commander with soldiers! They want everything very soon and employees do not have chance of thinking at all. It is clear that commanding management makes employees tired and effete after a while.

c. Versatile managers: these are managers that know others duties minor and unimportant and all tasks related to themselves.

d. Chief-oriented managers: they comply with formalities and customs of presidency extremely. President-orientation is considered as an official disease and has consequences and complications that the most important one is low thinking and low capacity.

e. Soloists and maverick managers: if a manager does every hard tasks alone, he is not a significant manager, management needs a good orchestra leader than a soloist. Soloist managers are the ones just have experience in one field and unaware of any other fields. They act instead of managing a coherent collection of organizational units. Undoubtedly, one of the main problem of this type of management is hierarchy system and unites vertical relationship and official authorities’ prevalence that harden horizontal relationship. By the way, these managers neglect tasks division.

f. Doubtful managers: decision making is one of the main principle of management and it should be claimed that a correct decision succeed manager. Doubt or delay or inappropriate decision making put managers to face with dangerous failure.

g. Headless manager: we live in an area in spite of electronic instruments and machineries, still unpredicted evidences happen in our lives a lot. Social, economic, and official evolutions are still determined by factors with weak ability of prediction and expectations do not happen.

h. Foolish manager: A few managers can pass all affairs in their management domain personally well and do not face with problem. This disability is not solely a failure. Failure starts when a manager does not know he has these disabilities. Foolish managers may deceive this famous clause: “competent manager does not have any disadvantage point”. Frankly, a competent manager is who know his advantage and disadvantage points and tries to remove them.

i. Strict-Principally managers: these managers imagine that they need many criterions, principles, and specifications. First they say: its validity depends on what is considered as a true principle and on certain conditions that principle is used. Therefore, just a collection of criterions and disciplines are not enough for management but it needs proper usage in proper conditions.

j. Disciplined manager: this manager has more intensive problem of strict-possibly disease. He is trapped in the narrow confines of administrative regulations.

k. Unilateral managers: they are the ones habited always to have support and loyalty expectation from coworkers without reciprocal support and loyalty and they do not defend coworkers’ rights in its time.

l. Full-experienced manager: he is a person with a lot of beliefs on his experiences that lost his creativity and innovation power. Such manager in responding to one of low-level experience employee says: "you are not experienced, experience is the biggest capital" (Austen, 1996 cited in Azimi, 2011)

Managers’ Injury to Others
About managers hurts to other, there are 18 types of diseases:

Monopolistic manager: he is a person consider all affords of employees to his account.
Creditor manager: he always know himself creditor of employees and believes that employees should not be appreciated for doing their duties, because they receive payment for working for an organization and do their duty and they should not have any other expectation except getting salary if they do it well, but if they do their duty imperfectly, they should be ticketed.

Bully manager: this manager replaces his official rank to his competence in leadership and management and sees no need to use leadership technics and principles. This manager's judgment and firing subordinates are as soon as his complaints and objections.

Mal-behavior manager: this manager gets adverse result from any action. In order to increase efficiency and improvement, he punishes employees but gets negative result. Actually, result is negative instead of being positive.

Machinery managers: this manager hurts employees by his task division manner. He designates duties in such a way that one employee’s duty is much more than others. Therefore, he makes problems among them and conflict in organization. According to his idea, improvement in work is important and other issues are not important.

Instructive managers: these managers know themselves wiser and more-experienced than others and consider this right legal for themselves that besides designating tasks to subordinates remind how to do them. All mangers are in group of instructive managers to some extent.

Noting managers: these managers are in 2 groups:
A) Managers who write their orders in notes, letters, and reports instead of verbal orders.
B) Managers who persist on expressing their opposite ideas in writing.

Dictator manager: these managers usually suffers from psychological complexes, and cannot tolerate any opposite idea or selection and removing them is not possible except by damaging others' rights. Therefore, we have heard many times that significant employees are fired for expressing their principal ideas against their bosses’ non-principal ideas.

Stingy manager: they do not intend to employees’ progress and sometimes prevent their advances, obstructive, and injure them.

Ribald manager: he knows aggression and insult as leverage and support of management and ruins reputation and credit of employees by such tact.

Slaphappy manager: he becomes slaphappy of power and imagines that he is permitted to do every work, he does not have capacity of power, and can not organize management and ordering logically, constructively, and accurately.

Terrible manager: his method briefly includes: frightening employees from boss rank. This manager supervises by making fear and thinks that when he is not in organization, all affairs will stop.

Fear maker manager: if a problem occurs, he won’t stop and scapegoats one of employees, and makes fear to change situation desirably.

Mechanic manager: mechanic managers make mistake between doing official affairs with mechanical and machinery tasks. Official work includes reading, writing, typing, accounting etc. If an employee thinks several minutes while reading a file or walk, manager thinks that this employee does not work and probably is free (Austen, cited in Azimi, 2011)

Conception of Vitality
When a person satisfies his needs, occurred happiness in him, called enthusiasm, is synonym to happiness, vitality, eagerness, etc. Happiness makes life favorable and facilitates social activities. Human is instinctively elusive and moves toward happiness. Happiness is effective not only on human spirit, but also on his body. According to social view, happiness closes hearts together and
deactivates fear, anxiety, failure, and suspicion. Aristotle said: “happiness is the best thing and is so important that no need to obtain any other things.” (Bakhtiyari Ramzani, 2013).

In tow past decades, studies about happiness have had significant growth. Since 2000, variables of vitality, hope to future, happiness, and satisfaction of society members have been considered as key factors to determine development of countries. This means that if people of society do not have sense of satisfaction, it can not called developed which shows importance of happiness and vitality (Haghighi et al., 2012: 131).

**Role of Management in Making Organizational Vitality**

Each force or element has two main personality in organization. First, the work they do and getting salary. Second, research to perform their tasks as better as possible. An important and principal question that should be asked is that what tools can provide proper policies for managers to accomplish tasks of employees of an organization better and improve productivity in work place? One of the newest and most efficient method is making a vital organizational environment, peace of mind, and internal satisfaction in organization body by managers in order to increase productivity of a stable vitality in organization members and consequently, in total space of human society.

Successful and productive managers provide possibility of creativity and innovation for all organization forces by dividing affairs to coworkers and making love and motivation among them; therefore, they increase organizational productivity. They provide organization vital space as a scientific belief to extend healthy culture of living and finally they are winner-winner in all official confrontations and occasions. It means all humans are sharing in this win which is life comprehensive philosophy. Successful and prosperous managers are the ones do not let negative thoughts to their minds and raise to fight with problems with vitality and positive-thinking tool (Taheri, 2009).

**Background of Study**

**Internal Studies**

Fani and Aghaziyarati (2013) in a research under the title of "identification of personal and organizational vitality and evaluation of conditions of these elements" worked on vitality and its making factors in organizations that vitality on one hand increases staff positive emotions, and reduces negative emotions by increasing productivity on the other hand. In this research, vitality level was examined in an organization. For this purpose, vitality elements were identified, confirmed by experts, vitality questionnaire was distributed among employees, the mentioned elements were analyzed by Spss software, finally vitality level in examined organization was evaluated in average level and proper policies were offered to improve vitality in that organization.

Haghighi, Heydari, and Kazemi (2012) in a research explored spirituality, vitality, and work place. This research was applicable according to the purpose and surveying according to data collection method. Statistical population of this research was all employed nurse in governmental sectors of Qom province which were 164 subjects as sample. Data collection tool was spiritually questionnaire by Ashmos and Dachun and provided happiness questionnaire by Oxford University.

**External Studies**

Furnham (2010) in a study of extremist leader saw that leaders with talented destructive behavior have selfish orientation that focus on leader needs instead of others’ needs.

Kets de Vries (2010) concluded that the difference between a highly inspirational leader and a destructive leader is the hidden selfishness in their personalities pathologically. Leaders with unhealthy level of selfishness in their personality, only and only focus on their own benefits and know themselves omniscient and believe that they have ability of doing affairs. The stated case
studies in research show how talented destructive behavior leadership acts unsuccessful in identification of risks with works in progress.

**Research Conceptual Model**

![Research Conceptual Model](image)

**Methodology**

This research is descriptive and survey. The advantage of survey method on other method is in efficiency and power of proper description of analysis units’ specifications and precise comparison by causal deductions to obtain scientific purposes by emphasis on better performance and favorite activities (Colleton & Moser, 1989)

The statistical population is all teachers in Tehran girl vocational schools with 3864 members statistically. Research tried to select sample by Morgan table to be determiner of its society as much as possible. Since society is heterogeneous and incongruous, stratified sample method is used. Teachers of Tehran girl vocational schools have 3864 students and 351 were selected based on Morgan table.

SPSS software, version 20, was used to analyze data as well as indexes of descriptive statistics including fluencies, average, standard deviation, and also deductive statistical methods such as Pearson correlation test and regression coefficient.

**Findings**

Regression test and statistical correlation test were used to analyze data and results are shown in the following table.

Research main question: Does managers’ infection to managerial syndromes influence on organizational vitality of teachers in Tehran girl vocational schools?

<table>
<thead>
<tr>
<th>Variables</th>
<th>Pearson correlation</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managerial syndromes and teachers organizational vitality</td>
<td>-0.655</td>
<td>0.000</td>
</tr>
</tbody>
</table>

According to table 1, Pearson correlation coefficient among managerial syndromes and teachers’ organizational vitality was -0.655 which shows negative, adverse, and strong correlation between two variables.
In addition, based on obtained significant level (0.000), this correlation is significant. It means that managers of schools infection to managerial syndromes has significant effect on teachers’ organizational vitality in Tehran girl vocational schools.

**Table 2: Results of bivariate regression test**

<table>
<thead>
<tr>
<th>Variables</th>
<th>R</th>
<th>R2</th>
<th>B</th>
<th>T</th>
<th>F</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>managerial syndromes and teachers organizational vitality</td>
<td>-0.655</td>
<td>0.43</td>
<td>-1.82</td>
<td>-16.42</td>
<td>269.61</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Based on Table 2, determination coefficient is 0.43 that shows managerial syndromes variable can be about 0.43% of dependent variable. It means that it predicts employees’ organizational vitality.

**Secondary questions**

First secondary question: Does managers infection to managerial syndromes of self-injury influence on teachers organizational vitality in Tehran girl vocational schools?

**Table 3: Results obtained from Pearson correlation test**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Pearson correlation</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-injury syndrome and organizational vitality teachers</td>
<td>-0.557</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Table 3 indicates that Pearson correlation coefficient between self-injury syndrome and teachers’ organizational vitality was -0.557 which shows negative, adverse, and strong correlation between two variables. In addition, based on obtained significant level (0.000), this correlation is significant. It means that managers of schools infection to managerial syndromes have significant effect on teachers’ organizational vitality in Tehran girl vocational schools.

**Table 4: Results of bivariate regression test**

<table>
<thead>
<tr>
<th>Variables</th>
<th>R</th>
<th>R2</th>
<th>B</th>
<th>T</th>
<th>F</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-injury managerial syndromes and teachers organizational vitality</td>
<td>-0.557</td>
<td>0.310</td>
<td>-0.56</td>
<td>-12.69</td>
<td>161.14</td>
<td>0.000</td>
</tr>
</tbody>
</table>

By looking at Table 4 it can be found that the determination coefficient is 0.31 that shows self-injured syndromes variable can be about 0.31% of dependent variable. It means that it predicts employees’ organizational vitality.

Second secondary question: Does managers infection to managerial syndromes of injury to coworkers influence on teachers organizational vitality in Tehran girl vocational schools?

**Table 5: Results obtained from Pearson correlation test**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Pearson correlation</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Injury to coworker syndrome and organizational vitality teachers</td>
<td>-0.693</td>
<td>0.000</td>
</tr>
</tbody>
</table>

According to Table 5, Pearson correlation coefficient between injury to coworkers’ syndrome and teachers’ organizational vitality was -0.693 which shows negative, adverse, and strong correlation between two variables. In addition, based on obtained significant level (0.000), this correlation is significant. It means that managers of schools infection to managerial syndromes of injury to coworkers have significant effect on teachers’ organizational vitality in Tehran girl vocational schools.
According to Table 6, determination coefficient is 0.48 that shows injury to coworker syndromes variable can be about 0.48% of dependent variable. It means that it predicts employees’ organizational vitality.

**Conclusion**

Main question: Does school managers’ infection to managerial syndromes influence on teachers’ organizational vitality in Tehran girl vocational schools?

According to the results obtained from Parson Correlation test, correlation coefficient between managerial syndromes of managers and teachers of Tehran girl vocational schools is -0.655 that shows negative, adverse, and strong relationship between two variables. In addition, based on achieved significance level (0.000), this relationship is significant. It means that enhancement of managers’ managerial syndromes decreases teachers’ organizational vitality. Therefore, this hypothesis is confirmed.

In addition, results obtained from bivariate regression test show that managerial syndromes predicts about 0.43% of dependent variable. It means it predict organizational vitality.

This result is in agreement with results obtained from studies of Ansari et al. (2013), Talebi and Zahedi (2005), and Quang Yen et al. (2013), Ansari et al. who showed that participatory management and job satisfaction have direct and significant relationship with vitality and joy of employees in work place. In addition, Quang Yen et al. (2013) found negative and significant relationship between destructive management and all levels of satisfaction and substitutions.

First secondary hypothesis: Do managers of school infected to self-injured managerial syndromes influence on Tehran girl vocational school?

According to obtained results from Pearson correlation test, correlation coefficient between self-injured syndromes in managers and teachers’ organizational vitality is -0.557 which show negative, adverse, and strong relationship between two variables. In addition, according to obtained significant level (0.000), this correlation is significant. It means increasing managers’ infection to self-injured managerial syndromes reduces teachers’ organizational vitality. Therefore, this hypothesis is confirmed. In addition, results obtained from bivariate regression test show that self-injured syndrome can predict 0.31% of dependent variable. It means it predict employees’ organizational vitality.

Second Secondary hypothesis: Do managers infection to managerial syndrome of injury to coworkers influence on organizational vitality of teachers of Tehran vocational school?

According to obtained results from Pearson correlation test, correlation test between injury to coworkers managerial syndromes and teachers organizational vitality is -0.693 which shows negative, adverse, and strong correlation between two variables. In addition, according to obtained significant level (0.000), this correlation is significant. It means increasing injury to coworkers’ syndromes reduces teachers’ organizational vitality. Moreover, obtained results from bivariate regression test show that injury to coworkers’ syndromes can predict 0.48% of dependent variable, it means it predicts employees’ organizational vitality.
References
Ansari, E., Ghazanfari, A., Farahmandian, M., & Makvandi, A. (2013). Exploring social effective factors on vitality in work place of Iranian national drilling company, Social science (Shushtar Islamic Azad University), 20, 169-195
Zarei, M., Jandaghi, H., Haghguyan, Gh., & Zolfi, R. (2009). Identification vitality factors in work place and evaluation condition of these elements in executive organizations of Qom province, Public Administration, 2, 35-48

Openly accessible at http://www.european-science.com 1297