

The Effect of Toxic Leadership of Managers on the Creation of Organizational Trauma: The Mediating Role of Organizational Cynicism in First and Second Secondary Schools' Teachers in Khuzestan Province

Esmail Rahmani*
Siroos Ghanbari**

Introduction

Toxic leadership is a style of leadership in which leaders, due to their negative behavior and detrimental personal characteristics, inflict long-lasting and serious harm directly on their followers and indirectly on their organizations. The interpersonal style of the leader, thus, has implications for formulating the organizational culture, both when it is positive and when it is negative (Mehta & Maheshwari, 2014). Trauma after a life-threatening event can lead to exhaustion and serious damage to an individual's ability to interact positively with others in the organizational community. Toxic leader behaviors and toxic interactions can lead to physical, mental, and emotional exhaustion. The present study was conducted with the aim of investigating the effect of toxic leadership by managers on the creation of organizational trauma with regard to the mediating role of organizational pessimism.

Method

This correlational study was applied research in terms of purpose and descriptive in terms of implementation. The study population was all first and second secondary schools teachers in Khuzestan province in 2020 (N = 16750). Cochran's formula was used to determine the sample size (alpha= 0.048; error value= 0.05 and P & O ratio = 0.5). Therefore, the sample size was 407. The questionnaires were used to collect data Schmidt Toxic Leadership Questionnaire (2008), Dean et al. Organizational Cynicism

* Ph.D. Student in Educational Management, Department of Educational Sciences, Faculty of Humanities, Bu-Ali Sina University, Hamedan, Iran.

** Professor, Department of Educational Sciences, Faculty of Humanities, Bu-Ali Sina University, Hamedan, Iran. *Corresponding Author:* s.ghanbari@basu.ac.ir

Questionnaire (1998), and Vivian and Hormann Organizational Trauma Questionnaire (2015).

Results

Toxic leadership by managers had a positive and significant effect (0.81) on organizational cynicism at the level of $P < 0.05$. Toxic leadership by Principals had a positive and significant effect (0.16) on school organizational trauma at the level of $P < 0.05$. Organizational Cynicism had a positive and significant effect (0.79) on school organizational trauma at the level of $P < 0.05$. Toxic leadership by Principals due to Organizational Cynicism had an indirect, positive and significant effect (0.63) on school organizational trauma at the level of $P < 0.05$.

Discussion

Toxic leaders exhibit highly destructive behaviors and some dysfunctional personal characteristics. Through poisoning, these behaviors and personality traits cause serious and lasting damage to their followers and organizations. And with selfish behaviors, harming others and reinforcing and pursuing personal goals, willingly or unwillingly, will also have negative effects. Considering that Toxic leadership has a direct and positive effect on the creation of organizational trauma in schools, in the meantime, teachers' cynicism and mistrust will intensify this relationship and create a school where everyone is hopeless and mistrustful of each other, and trauma and Lack of organizational health will prevail in the whole school. It is very important for school administrators to adopt a fair management approach so that teachers do not show attitudes and behaviors in the framework of organizational pessimism. Also, correcting the non-functional behaviors of managers as behavioral patterns in schools can prevent the occurrence of destructive behaviors that endanger the mental health of employees.

Key word: Organizational cynicism, Organizational trauma, Toxic leadership

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