

The Disastrous Impact of a Toxic Boss on Employees and Organization's Growth and Development

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Abstract: Toxic bosses generate a series of adverse reactions in corporate, non-profit organizations, government, educational and religious institutions. First, what do I mean by a “toxic” boss? I’m talking about the manager who: is quick to criticize and slow to praise, calls out individuals with the intent to humiliate instead of coach, takes credit for the team’s good work, but blames them when there is a failure, has high employee turnover, and fosters hostility within the team.

At some point in your career, you will probably have to deal with the toxic boss or co-worker. These individuals make it difficult to perform your job to the best of your ability. They can also cause you to suffer from low self-esteem, and will do everything in their power to belittle you while you are trying to do your job. Instead of encouraging you, they spend most of their time in finding faults. In these situations, you can either find another job or knowledge to deal with the toxic behavior. These individuals even causes high employee turnover to the organization.

The main objective of the study is to analyze the level of damage caused by toxic bosses on employees and to the growth and development of an organization. This article will help employees to learn how to avoid becoming a scapegoat in order to survive the assaults of toxic bosses, giving a narcissist and rigid bosses of the things that need to be satisfied with you. It will also help senior management and human resources professionals to take serious measures against toxic bosses before they cause serious, irrevocable damage to an organization.

Keywords: Boss, Toxic Boss, Toxic Manager.

1. INTRODUCTION

Just as effective bosses can do considerable good for an organization, toxic ones can inflict a great deal of damage to an employee, teams and organization .There is plenty of evidence that shows toxic bosses can destroy morale, block teamwork, and ruin an individual’s career.

First, what do I mean by a “toxic” boss? I’m talking about the manager who:

- Is quick to criticize and slow to praise.
- Calls out individuals with the intent to humiliate instead of coach.
- Takes credit for the team’s good work, but blames them when there’s a failure.
- Has high employee turnover.
- Fosters hostility within the team.

The issue is not simply a matter of individual survival; it is a matter of organizational survival. Toxic managers divert people’s energy from the real work of the organization, destroy morale, impair retention, and interfere with cooperation and information sharing. Their behavior, like a rock thrown into a pond, can cause ripples distorting the organization’s culture and affecting people far beyond the point of impact.

Senior management and HR can significantly improve an organization's culture and functioning by taking steps to find and contain those who are most destructive. Leadership can spare an organization serious damage by learning how to recognize problematic personality traits quickly, placing difficult managers in positions in which their behavior will do the least harm, arranging for coaching for those who are able to grow, and knowing which managers are time bombs that need to be let go.

2. OBJECTIVES AND METHODOLOGY OF THE STUDY

Objective -The main objective of the study is to analyze the impact of toxic bosses on employees and organizations growth and development.

Methodology- The analysis of this paper is totally depend upon secondary data like journal, books and various website from internet

3. REVIEW OF THE LITERATURE

About half of workers at some point have left a job to get away from their manager. Not the work, not the clients or coworkers. The manager According to a survey 95 percent of managers are wrong about what best motivates employees at work. Now we know that many managers are so bad they're making half their employees leave the job. According to another survey, 19.2 hours are wasted every week, 13 during the workweek and 6.2 over the weekend- worrying about what a boss says or does.

Eight common traits of toxic managers:

1. They don't give constructive feedback. The best managers invest in their employee's development, and that means that they often provide advice and praise your work. They are adept at balancing their position of authority while still having earnest communications with their employees. However, managers who don't value their employees don't bother critiquing their work, nor will they provide praise when employees meet or exceed expectations on a project. A toxic manager will avoid creating such a rapport with you out of fear that they'll let their guard down and reveal their actual contempt for you.

2. They are way too picky: Rather than avoiding giving feedback, some managers take the low road, always finding fault, no matter how small the matter is. So, despite an employee's hard labor or the overall quality of their work, the manager looks for a fault on an inconsequential detail. A supervisor may criticize you for a typographical error in a long report or complain about the choice of paper, while ignoring the great care and effort that went into producing it. Such feedback leaves employees second-guessing their skills and value.

Some toxic managers are incessant clock watchers, taking note of the time you arrive in the morning and leave in the evening, and nitpicking about the length of work breaks. If you're putting in an honest day's work, your manager shouldn't be grumbling about 10 minutes here and 15 minutes there; he's watching the clock to build a case against you.

3. They give vague directions: Passive-aggressive bosses often expect employees to anticipate their wishes, no matter how poorly they're articulated. Employees are then left in a workplace Catch 22: They either risk looking unintelligent or insubordinate by asking too many questions at the onset, or they spend way too much time trying to speculate about their employer's actual expectations. Should you choose the latter and fail to envision what your boss had in mind, you run the risk of bumbling the task and letting the manager build a narrative that you're poor at following instructions.

4. They are "only joking:" Even the worst HR department knows that jokes, sarcasm and teasing at the expense of another person constitutes workplace bullying, but they often fail to act, writing off these interactions as benign banter. However, even the most subtle teasing about things such as personality traits, ambitions and hobbies is a mild form of harassment. While you might find a litany of mild barbs flung your way to be cruel, it's a tough sell to show that they're a pattern of abuse.

5. They ignore you: Being ignored is perhaps the most subtle bullying tactic. While it's not news that some managers openly play favorites, it doesn't make it any less heinous when an employee is routinely brushed off by her manager. An employee at a publishing company shares this anecdote, which sums up her own dilemma: At a meeting about the successful project she spearheaded, her boss listened attentively as one of her team members spoke, but fidgeted and looked at his phone when she took her turn. Later, her boss wrote an office-wide memo heaping praise on her coworker, while failing to mention her at all. Knowing she was not in her boss's inner circle later impacted her morale, and she subsequently avoided taking leadership roles in teams and became increasingly despondent at work.

This passive-aggressive style of bullying can happen in many other ways. Importantly, you should recognize a pattern to protect yourself. In addition to the meeting brush-off, described above, a toxic manager may target you by leaving you out of email loops, limiting your participation in general workplace conversations, or attending after-hours social functions with other workers while excluding you.

6. They want to be your “friend”: Sometimes a toxic manager is too friendly. Beware the boss who follows you on Twitter or Instagram, or wants to “friend” you on Facebook. As an employee, it’s your choice if you wish to trust him/her enough to friend, but beware your boss’s motives for connecting with you on social media. He/She could be looking into your personal life, tracking your whereabouts or just looking to get dirt on you. Toxic managers also turn to social media platforms look for hints that workers are disaffected or even interviewing for jobs elsewhere.

Further, toxic managers who friend you might ask you to promote the company and its products on social media. However, this practice is frowned on by social media companies. In its terms of service agreement, Facebook explicitly bans employers from having their employees use personal timelines for the company’s commercial gain.

7. They misuse your time off: With cellphones, email and text messaging, it’s sometimes difficult to be off the clock, and some workplaces only interrupt your time off only when there’s an emergency. However, when your employer expects you to work on personal, sick or vacation days without notice, that’s totally unacceptable. Furthermore, it’s wrong for them to pile on work before a planned absence. Working a week’s worth of late nights before a week’s vacation makes it not a vacation, it’s more like flex time from hell. Bad bosses are also notorious for not having your back when you’ve taken sick, personal or vacation time. It’s a crying shame when you take a week off of work only to come back to find yourself another week behind.

8. They are Bum-kissers: Managing up is a controversial term. Some workplace experts describe it as a good trait, as managers who practice it not only promote their work, but that of the entire team. But in a toxic workplace, managing up takes on a parasitic twist. Managers begin to cater to the whims of their superiors and confuse advocating for their team with their own self-promotion. Soon, they’re playing a political game of brown-nosing, manipulation, backstabbing, and narcissism. Some managers do this by playing the expert for their superiors, sacrificing team morale for personal aggrandizement. While it’s easy to portray the managers who take all the credit for themselves to be insecure and desperate, oftentimes they know this is the quickest way up the corporate ladder.

When toxic managers are pumping themselves up, they’re letting the team down. Having devolved into nothing more than abject sycophants, toxic managers neglect their subordinates. So, when push comes to shove, toxic managers will choose their superiors over their team, failing to be their advocate when organizational leaders come down on them. Worse yet, they may also shift blame from themselves and chide their own instead. Thus, those who work for ass kissers can be left vulnerable to disciplinary actions, layoffs and even termination.

Damages caused by Toxic Managers to a company:

A Toxic manager can cause major damage to his team and the company as a whole. Poor management skills, inferior leadership capabilities and lack of commitment are factors which can affect all in a very negative form.

More specifically, the following occurs to each element within a company:

- **Employees** – They may feel unsupported, undirected, bullied, confused, unmotivated, unappreciated, frustrated, and constantly questioning, “is it me?” So they are not engaged and they are not productive.
- **Executives** – They will begin to lack confidence in the team which they depend on and have to make up for the poor work done by managers, as well as their own work.
- **Business** – The pace at which the business functions is altered. It may become sluggish and inefficient, resulting in financial setbacks for example.

Strategies for employees to deal with the toxic Boss:

1. Make sure you are doing everything right: The first solution is an honest analysis of your actions and behavior. How have you been handling yourself in your job? Have you always taken the high road, or have you resorted to occasional backstabbing, gossiping, or underperforming? If you’re human, it’s likely your bad boss has affected your performance, so try ignoring all these distractions and focus on your work to see if that changes anything. Find other sources of positive reinforcement for doing your job to the best of your abilities.

2. Compile a list of bad boss behaviors: The second solution is a bit more involved, but should be a cathartic experience for you. Make a list of all the things that your boss does that drive you nuts. Let the list sit for a few days and then review it again, adding or deleting activities upon further reflection. Next, rank the list from most annoying to least annoying. Pick the top two or three worst offenses and develop some suggestions for how your boss could act differently in those situations. Edit the suggestions to remove sarcasm or anger. Show the suggestions to a trusted friend who has no vested interest in the situation. Edit the suggestions again.

Once you feel comfortable that your suggestions are positive and helpful, consider scheduling a meeting with your boss to discuss. Perhaps suggest meeting outside the office for breakfast or lunch. Leave your emotions at the door, but be prepared for your boss to have an emotional reaction. It's possible that your boss is unaware of his/her actions, and this meeting could be very positive for all involved; however, it's also possible that the meeting will end badly.

3. Keep a journal of incidents: The third solution involves documenting each bad behavior of your boss in a journal. Don't judge or write emotional reactions; simply document the facts of the situation and how the bad behavior impacted your performance — as well as others in the department. Again, this process may be enough to relieve you of the stress so that you can cope. However, at some point in the future — perhaps as you are leaving for a new job — you might consider taking the journal to a trusted colleague in human resources or even a mentor within the company.

4. Find a mentor with the company: If you love the company but hate the boss, another solution is to develop a mentoring relationship with a boss/supervisor in another part of the company. Mentoring is a fantastic strategy that you should consider even if you have a good boss because a mentor is someone who can help you in many ways, from offering advice to suggesting you for a promotion. And in coping with a bad boss, a mentor can be a good sounding board for you, and perhaps after you have documented all the offenses, someone who has the pull and the power to do something about your bad boss.

5. Report your bad boss: A last resort is reporting the bad actions/performance of your boss to his/her supervisor — or to someone in human resources. While logic would hold that the company would not want a manager who is hurting performance or productivity, the reality is often that you become branded as a trouble-maker/whiner/complainer and your days at the company quickly become numbered.

6. Don't sacrifice your health or self-esteem: The worst thing you can do is simply to do nothing, hoping the problems will get resolved. No job, boss, or company is worth losing your health, sanity, or self-esteem. If you can't find a way to resolve these issues and/or your boss simply will never change his/her behavior, you should immediately start working your network and begin looking for a new job — within or outside the organization. Again, if you love the company, a transfer might be the best option — but keep in mind that your boss might be as evil as to sabotage that transfer. And try not to quit before you find a new job, but again, if work just becomes too unbearable, you may need to consider quitting to save yourself.

Strategies for Organization to deal with the toxic Boss:

Human resource professionals can play an integral role in spotting and working with toxic bosses to help them become more effective in their role and, ultimately, to impact the satisfaction and retention of employees.

1. Select the "right" people to be bosses: Traditionally employees have been promoted into positions of management because of their technical skills. Too often, these employees have no experience or training in managing others. Consequently, their efforts, however well intentioned, fall short. HR can be proactive in assisting the organization to identify the skills necessary for good managers and can use those skill sets in the selection process.

2. Set clear expectations: What does your organization expect of its managers? Do you want managers to be responsive and considerate of employees' personal needs? Have you made that expectation clear? Do you expect managers to share organizational information with employees? Do they know about this expectation? Far too much is assumed in many organizations when it comes to managerial expectations. Don't assume. Determine what your expectations are of managers and make certain that they are aware of and understand the implications of these expectations.

3. Provide ongoing training in managerial skills: Does your organization offer training to managers in how to recognize and reward employees? How to communicate effectively with employees? How to offer constructive feedback? Again, don't make the mistake of assuming that those in management positions know how to do these things - or that they are effective at them. Ongoing training - required training - will provide managers with the knowledge and skills they need and will reinforce the organization's philosophies about managing employees.

4. Provide coaching and counseling for managers: Catch managers doing something right and tell them about it. Be alert to managers who may be doing something wrong and tell them about it too. In short, be involved in the management process. Make sure managers know what is expected of them, reward them when they do it right and correct and counsel them when they get it wrong.

Be prepared to terminate toxic bosses when necessary. Toxic bosses can do irreparable damage to an organization - that damage can be costly. Don't look the other way when a manager is having a negative impact on his or her employees. If efforts to coach and counsel the manager prove ineffective, move swiftly and promptly to the next step - termination.

The majority of toxic bosses want to be good bosses. They are, however, often hampered by a lack of awareness and the lack of skills, knowledge and training necessary to become effective in their critically important role. HR professionals are in a key position to impact the effectiveness of their organizations' managers by providing managers with the knowledge and skills they need.

4. SUGGESTION AND CONCLUSION

While organizations strive for achieving short and long term goals for long term sustainability, toxic bosses with their personal agenda hamper the healthy work environment with their stooey politics and down road strategies. Toxic bosses damage the organization's culture by violating the legitimate interests of the organization and decreasing the commitment and motivation of its members. The negative outcomes caused by toxic leaders create lasting and enduring harm to the organization's culture and climate. Every organization has a distinct culture that sets it apart and guides everything that its members do. Culture influences the way individuals feel about the organization, and how they react to one another. How an organization reacts to or takes steps to prevent the effects toxic leadership may have a direct impact on the degree of damage. By regulating moderating behaviors and improving methods of organizational governance, People in authority in organizations may reduce incidents of out-of-value behavior by members of the organization, and reduce or eliminate toxic behavior among leaders and subordinates.

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