

## **The relationship between perfectionism of managers and Empowerment staff of physical education offices in Tehran**

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### **Abstract**

The aim of the present study is relationship between perfectionism of managers and empowerment staff of physical education offices in Tehran. This research is a descriptive – correlation, from Perspective of Nature, Applicable. The population of this research consisted of managers and administrative staff in physical education offices of Tehran are the number of 351 persons. The sample estimate of the population and with using Morgan's table And Karjisi and 185 patients were selected using stratified random number, of which 50 were managers and 135 employees. Independent variables were instrumented perfectionism of managers, 59 item questionnaires of Hill and Associates (2004) and tools to measure the dependent variable of empowerment personnel was 16-item questionnaire Aspretizr (2002). Statistical methods was included descriptive statistics and inferential statistics (Pearson and Friedman) and the results in general showed a there is significant relationship between perfectionism of managers and capabilities of personnel. And so dimensions of perfectionism of Managers had a meaningful significant negative relationship with empowerment personnel. However, discipline and stress had the strongest associations with empowerment personnel.

**Key Words:** Perfectionism of managers, Empowerment personnel, Fettle

## 1. Introduction

Frouid, perfectionism attributed to the actions of extremist Rulers. From then on the psychological nature of personality structure, tend to be conceived as a sustainable situation and trying to achieve unattainable standards. Individualized instruction divided into normal-neurotic perfectionism reflects the same approach. Based on this classification, Normal perfectionism Enjoys from competition for excellence and efforts to perfection while recognizes personal limitations too, But neurotic perfectionism due to unrealistic expectations of their performance would never be happy (Besharat, 2004).

Various studies consider perfectionism as a stable personality trait of which is formed early in life (Ferast & Henderson, 2009). Perfectionist, in addition to minimize their own performance, they questioned employee performance as well. So that the personnel see their success as small success and they feel the outlook of managers and organization will be never met (Young, Clopton & Bleckley, 2004).

Perfectionism of managers reduces employee confidence and thus reduces output levels, Efficiency, performance and capability of personnel (Hewitt & Flett, 2002). Blanchard, Carlos & Randolph (2003) write: Many managers look to the capabilities of the view that individual have the power to decide on their own. Many of the employees see the capability in order to obtain an unconditional freedom to run whatever they want. And so the ability to free the inner strength of employees is to reach the wonderful achievements. Capability it is meant to empower and the means to help people to improve their confidence and Beat their disabilities or inabilities. Generate enthusiasm in people and mobilize their internal motivation in order to finish the task in hand. Empowerment in fact divests the official authority and legal power to employees (Argyris, 1998).

The Drucker, economic growth is achieved due to empower educated workers. Empowered organization is a place in which employees of various groups working together in activities. Empowering people by managers and organizations in order to achieve their aims lead to faster and without wasting resources. Empowerment causes employee, organizations and jobs know it of their own and be proud of what they do. Without empowerment, not managers, not organizations can be successful in the long run. (Abdollahi & Noah Ebrahim, 2006). Koberg and Collaborators (1999) Believe that advantages of empowering managers and employees will benefit both of them. Foster a sense of empowerment and self-sufficiency and to create scope for employees will bring the opportunity to the abilities, skills, and improving the effectiveness of policies to be provided. In this regard Soenens, Elliot, Vansteenkiste, Luyten & Duriez (2004) investigated the association between perfectionism managers and job satisfaction of personnel. The results showed that perfectionism managers can influence employee's job satisfaction and causes the level of commitment and satisfaction of employees would be lower. Also Bardone, Abramson, Heatherton & Joiner (2006) in a study examined the relationship between perfectionism of managers and efficacy of staff in a sample of 406 individuals engaged from employees and managers and concluded that perfectionism managers can reduced the efficacy of staff. Sumik, Tsuzuki & kandak (2009) Research on the relationship between perfectionism and job performance in a sample of 146 individuals were examined from a production unit employees in Japan. The results of this study showed that there is a negative correlation between perfectionism and job performance.

In Research Tashakor (1998) to examine perfectionism of managers and personnel's job satisfaction and concluded that there is a meaningful relationship between perfectionism of

managers and job satisfaction of employees. Besharat (2004) investigated the relationship between perfectionism of manager and performance by employee. Results showed that there is a positive correlation between positive perfectionism and staff's performance and between negative perfectionism and staff's performance, there is a negative correlation. Positive perfectionism from managers through realistic expectations and in accordance with the possibilities and limitations of staff, Strengthening confidence and explains positive interaction style. Leaders negative perfectionism, unlike, by unrealistic expectations and often beyond the abilities of employees, undermine self-esteem and interactive style of conflict is connected.

In our country, variables of perfectionism managers have been unmentioned unfairly and the number of researches and studies in this field is limited. While all of these features create difficulties for people in the current society is growing and expanding day by day which this could be the reason for the importance and necessity of the study. And so the study in this regard can be indeed useful and necessary for physical education offices in Tehran, therefore it was a step towards a lack of research on management perfectionism and the empowerment of staff, and the results can serve as a basis for research management training, sporting and social centers, and meanwhile control feature, managers that could negatively affect job performance of staff and finally affect their capabilities, promotion of empowerment of staff by providing new theories. Therefore the issue of perfectionism of administrators is in terms of interactive physical education which can be dynamic and ability of employees and ultimately affects capabilities which will affect the efficiency of the speed, security and working efficiency of the physical education department will be followed, what is the essential to organization and it is based on this nature. And now according to the above description, this question comes to mind whether management perfectionism is related to staff empowerment? And whether is perfectionism of managers reducing employee empowerment?

## **2. Theoretical Foundations of Research**

### **Definition of perfectionism**

Most basic definitions, largely consider perfectionism as dysfunctional feature, Philosophy and Primary therapists, an important aspect of human behavior is considered the perfectionism. Janet (1898) was the first person who wrote about perfectionism. She knew perfectionism with strong ideas and fix people. As a result, Rigidity was raised as parental characteristics about perfectionism (Ejan quoted, 2005). From first writers who understood the importance of perfectionism can point to Epictetus (1899) and Dunois (1907), (Ejan quoted, 2005).

Trying to be perfect is inherent in and normal. In her view, such an effort is a component of a healthy community interest. The problem is when the person for reaching superiority, take unrealistic measures. Because of that perfectionism is disturbed, consider one small problem in someone's mind, it defects exaggeratedly (Rice, Bair, Castro, Cohen & Hood, 2003) Hornay knew perfectionism as people who tries to achieve an ideal image which is then leads to low self-esteem. Other psychoanalyses have also commented Treatment about the perfectionism. For example, Barafman & Bergler (1995) brought it is essential as anacastic depression (Lion, 1945; Ejan quoted, 2005).

Lion with interesting shape, in his description pointed many aspects of perfectionism. For example: meticulous precision, morbid doubt and Inflexibility of thought. The descriptions were primitive form of obsessive-compulsive personality disorder and anacastic. Other early writers too, seen perfectionism as an important factor in shaping medical problems such as high blood pressure and cited complaints of gastro – intestinal (Ejan, 2005). Elis (1957) also perfectionism are described as people with the main objective to the development and success in life; In view of perfectionism, insufficiency in everything is an indication of inadequacy and worthlessness in person. Elis (1962) in the first writing of rational emotional behavioral therapy again introduced perfectionism as one of the core irrational beliefs which can cause emotional problems. He defines perfectionism as: < Meaning of perfectionism is a belief that the exact solution and there are complete and correct to the human problems and if there was not found the perfect solution would be disastrous > (Elis, 1962; Ejan quoted, 2005).

### **Dimensions of perfectionism**

Studies of perfectionism in recent decades have grown widely. Today after thirty years, the publication of the first division of perfectionism by Hachack (1978), numerous scientific studies newly developed using scales and criteria, Provide evidence that suggests that perfectionism is a multidimensional construct and can be differentiated into two basic forms, although these two forms of perfectionism have received different topics. For example, Positive striving/Maladaptive evaluation concerns (Frost, Heimberg, Holt.Mattia & Neubauer, 1993) Active/passive perfectionism, Adaptive & maladaptive perfectionism, Functional/dysfunctional perfectionism, Functional/dysfunctional perfectionism, Healthy/unhealthy perfectionism, personal standards/evaluative concerns perfectionism, Conscientious/Self evaluative, And positive and negative perfectionism.

### **Definition Capability**

Capability is new method for survival of leading organizations in a competitive environment. In TQM strategy, if you are not considering Staff's empowerment that strategy is certainly doomed to failure. Continuous improvement (kaizen) is when employees have the necessary information and to be trusted by management so then their skills and abilities could be used to operate. Capability isn't giving power to employees. Because the employee has a lot of potential which is manifested in the form of knowledge and motivation and these're tools for doing the activities. Ability to apply knowledge and increase employee motivation by the management, eventually, organization easily reaches its goals. Matsushita In the book "Not for Bread Alone" says: "Only when the manager opens his hands to work with his employees, Employees with a passion attempt to reach their targets before them". Most managers feel that they are familiar with the concept of power, while only a limited number of them are familiar with the concept and its application. If you ask 100 people about the meaning of empowerment, perhaps you'll be faced with 100 different answers. Many organizations are interested in to perform the Empowerment, because they believe, empowering employees can be effective in achieving the goals (Aghayari, 2007).

Professor Edwards, Director of Veterinary Hospital says: I have attended various seminars about empowerment where the speakers repeatedly called: Job satisfaction of empowered employees is more powerful than other employees, but unfortunately none of them did

provide a practical solution and implementation. Therefore, I have to define some definitions of the empowerment:

1. Empowering, delegating formal authority and legal power to employees.
2. Empowerment is development process and causes to increase the ability of employees to solve problems, promotion of social and political insight of staff and they are able to identify environmental factors and their control
3. Decision-making authority granted to employees to enhance their performance capabilities and play a beneficial role in the organization.
4. Empowerment of employees is not only giving power to them. It makes employees acquire knowledge, skills and motivation to improve their performance. Empowerment is a value that from top management to the lowest category is extend.
5. Empowerment provides an environment to enable staff worked with more authority and they are involved in the change process and improve production, it'll reduce their need to direct supervisor and they will contribute to reach the organization's goals.
6. Empowerment is an ability to convert physical labor to intellectual labor.
7. Empowerment means before telling your employees what to do, they understand their duties well (Abaspor and Khalonadi, 2007).

### **Ability levels**

The ability to split into different types, the model can be noted that the ability to "personal" and "Excellent" is divided, the division's capabilities and abilities related to higher staff-related duties as directors in order to guide staff.

1 - Individual empowerment in the hearts of employees with skills able to operate without the direct supervisor. At this stage, the strength analysis can be developed and staff for questions and find answers and solutions to your problems. So it is able to adjust its behavior in terms of the performance and decisions have to be held accountable.

2 - High capacity: This is an executive level that they are able to compile programs into the overall organization. They decide what tasks should be done by whom and how. Managers are aware of their duties and still are responsible for directing staff at these stage leadership skills can empower the individual employees who successfully passed the training (Ziyayi, Nargesiyan & Aybaghi Esfehni, 2008).

Another is the ability of the division. In general capabilities can be divided into two types:

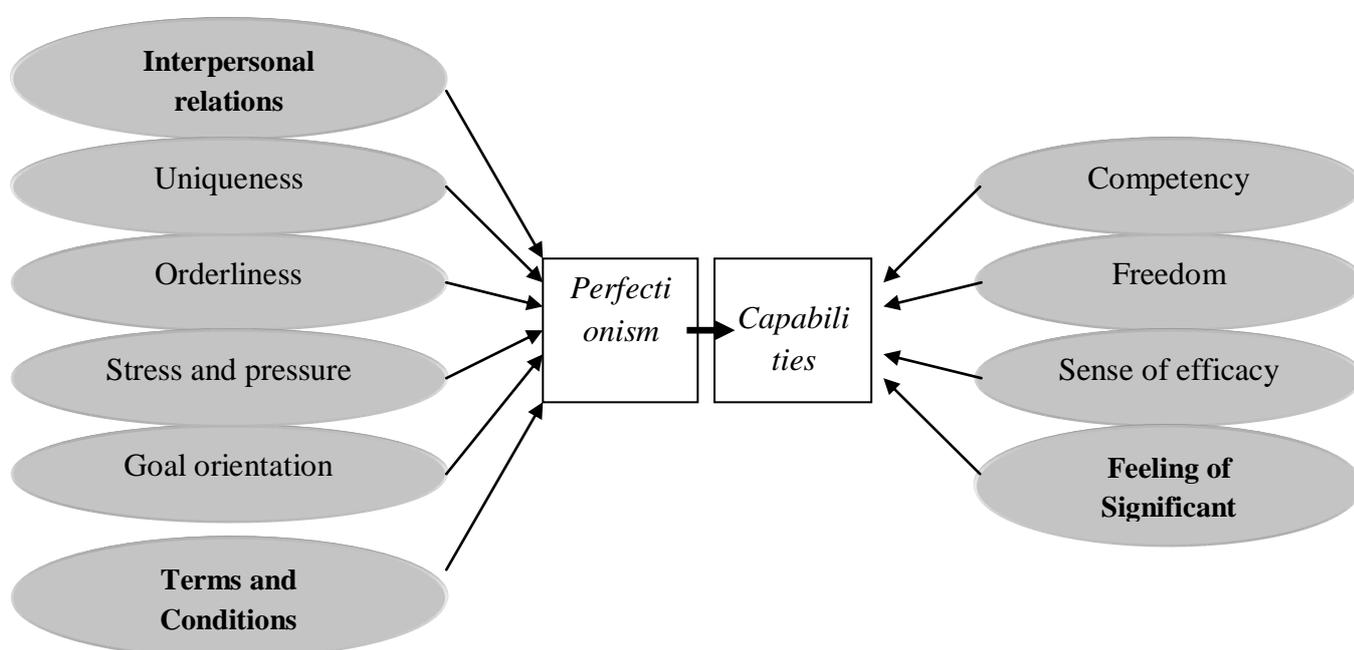
1 - Mental abilities

2 - Practical Capabilities

All staff should be capable of applying new and better ideas because of their ability to perform job duties would be, therefore, distinguishes humans with animals in their capabilities. When managers must empower employees to practice prepared and have necessary conditions for responsibility, for example, you cannot maintain full arms of the armed child of 5 in Give why Admission requirements are the responsibility of sponsors want to be sure before you make the decision to charge quite formidable. There are always winning

a rule: first, teach second, to trust. The following problems are formidable capabilities and staff may be wrong though, and remember to learn from your mistake and to avoid its repetition. If you believe in working groups can get more action points to improve your organization's ability to function can help make sure about the feelings and the supervisors, try to talk comments. Many supervisors are interested in the ability to help you (even if you do not yet prepared), but you must take the first step. Supervisor will help you identify your strengths and know what areas to pick up but, If you invest in yourself and your capabilities and don't agree or guardians don't do anything, what would happen to the thought of the personal (Eskandari, 2002).

### Model of Operational Research



**Figure 1.** Model of Operational Research (Hill and Associates, 2004).

### 3. Methods of Research

Method of this study is descriptive and correlational and from the perspective of nature is applicable. The population of this study consisted of all managers and staff of physical education offices in Tehran which were working in this organization in the year of 2014 and their total number is 351 people. The sample estimate of the population, And with using of Morgan and farmer's chart, 185 people were selected by sampling stratified random. However, this studies the concept of empowerment as the dependent variable and perfectionism variable and its subscales (Interpersonal relations, uniqueness, orderliness, stress, goal orientation and terms and conditions) are as the independent variables. Also sex, age, occupational history, organizational position, and educational level as mediating

variables have main role in this study. In addition to collecting data from the field method and questionnaires have been used. 59-items questionnaire Hill and Associates (2004) based on multiple-choice Likert scale (From strongly disagree = 1 to fully agree = 4) was designed. Cronbach's alpha coefficient of the indicator for the validity of the questionnaire was calculated equal to 0.926. And test-retest reliability coefficient of perfectionism inventory after the final performance on 50 patients within 2 to 6 weeks. (Average of four weeks) was used again. The amount Pearson that was calculated and used two times is 0.736. This amount is meaningful when the amount is lower than 0.001. Retest reliability perfectionism list shows the stability of its basic structures, for factor analysis, principal component analysis with varimax rotation was used inventory perfectionism validity of the questions 85/0 respectively (Smayy, 2010). The measuring tools need for helping the question book 16 Asprtizr which was designed in 2002. The test consists of competency, Free will to do anything, feeling of what matters and the useful feeling that all of them are shown in the questions and the reliability and validity of the questionnaire survey and Khalvndy Abbaspour (2007) were 84/0 and 9/0 is obtained. Levels of perfectionism and capability questionnaires using Cronbach's alpha coefficients were 88/0 and 81/0, respectively and by following the implementation of the hypothesis and to investigate its relationship with other variables and dependent variables used in this study, the Pearson correlation analysis, and the Friedman were the SPSS statistical software updated 19.

#### 4. Findings

In this research, 185 people from the personal of office of physical education of Tehran is being tested that most of them are being filled with 64.3% men and 30.3% women that 50 of them are managers and 135 of them are the personal working there. So the ages are being categorized in four groups that half of them are the workers and most of them are in the ages of 31 till 40 and 34.8% of them are under the age of 30. 13% are in between 41 till 50 and 1.6% of the rest are above 51 year old. The job history of 56 people are in between of 10 till 15 years and after them 51 people with 5 till 10 years are in the highest years. On the other hand just 1.6% of the studied category has more than 26 years in their job history. In the researches it shows that we have different level of education in the people who are working here that most of them have bachelor degree and 16.8% of them have diploma. The perfect average for managers who can do well is 55.1% and average of the workers who can do well is 60.9%, the dimensions of perfectionism, the greatest component is related to the feeling of being unique and deserves the highest average among dedicated to the empowerment dimensions and Significant association between perfectionism and empowerment of managers there.

The hypothesis Pearson parametric correlation test is used to confirm the above hypothesis. Table 1 is using the above test to evaluate the association between perfectionism and manager's empowerment deals.

**Table 1.** Assessment of the relationship between the hypotheses

Amount	Empowerment	
185	-0.688**	Perfectionism Directors

\*P < 0.05

\*\*P < 0.01

Significance level derived from Pearson test, less than 0.01, which indicates a 99% confidence level there is a significant correlation between the two variables. The negative correlation indicates that this subject matter is the ideal convergence of directors, staff capacity will be less. So we can say that a significant relationship between perfectionism and empowerment of managers there

**Secondary research hypotheses**

In the first six sub-hypotheses to study the relationship between interpersonal relations, uniqueness, orderliness, stress, goal orientation and empowerment laws and regulations are examined. This sub-study to confirm the hypothesis, parametric Pearson correlation test was used. Table 2 Correlation coefficient and significance level of the relationship between dimensions of perfectionism managers with variable indicates empowerment.

**Table 2.** The relationship between dimensions of perfectionism manager’s empowerment

Empowerment	Dimensions of perfectionism Directors	Hypothesis
-0.505**	Interpersonal	The first-sub
-0.396**	The uniqueness	The Second-sub
-0.666**	Fettle	The Third-sub
-0.641**	Stress	The Fourth-sub
-0.398**	The orientation of the target	The Fifth-sub
-0.489**	Terms and Conditions	The Sixth-sub

Significance level derived from Pearson test, less than 01/0, which are shown with 99% confidence between management and empowerment dimensions of perfectionism had a significant relationship exists, on the other hand, the fact that as a negative correlation between the level of individual uniqueness, orderliness, stress, goal orientation, and the rules and regulations of the directors shall be fewer employees Empowerment. However, Table 3 using the Friedman test to examine the relationship between dimensions of perfectionism managers prioritizes the empowerment deals in physical education offices in Tehran.

**Table 3.** Prioritizing the dimensions of perfectionism Directors

Significance level	Degrees of freedom	Data analysis	Prioritization	Average Rating	Dimensions of perfectionism Directors
0.000	0	38.864	3	2.43	Interpersonal
			4	2.2	The uniqueness
			1	2.8	Fettle
			2	2.71	Stress and Pressure
			6	1.43	Goal Orientation
			5	2.01	Terms and Conditions

The table above shows the maximum and minimum dimensions of perfectionism relationship manager's empowerment in physical education offices in Tehran was organized and is under stress. However, the significance level obtained from data analysis statistic is the fact that the percentage error Asrnmadary confirms the above tests is significant with 99% confidence level. Therefore prioritizing the empowerment dimensions of perfectionism managers are certified in physical education offices in Tehran.

## 5. Conclusion

According to the main hypothesis of the study was to investigate the relationship between perfectionism managers on empowerment deals, it can be concluded that significant association between perfectionism empowerment of managers and there is a negative, in fact perfectionism managers how to increase the level of employee empowerment and capacity will be less. Usually perfectionism as personality trait managers trying to meet extremely high standards are consistent and flawless. Managers who always expect the best efficiency and performance of their employees to demonstrate and organization are integrated with all standards and regulations, causing dissatisfaction of the staff are a fatigue, in fact managers' thoughts and behaviors towards destruction demanded extreme and unrealistic goals and efforts of the staff could not be any unreasonable requirements to satisfy managers, which causes an atrophy or burnout among staff and empowerment day becomes less and less. Reduce the ability of the staff are very dangerous consequences for the organization of such leave, reducing the OC, job satisfaction and so will have in this regard, in (1988) study examined perfectionism paid managers and employees 'job satisfaction and concluded that the relationship between perfectionism managers and job satisfaction have significant and perfectionism managers, employees' job satisfaction reduces. Other research in Evangelism (2004) investigated the relationship between perfectionism and practice managers, which is consistent with the result. It showed that there is a perfect negative correlation and employee performance. Leaders negative perfectionism, unrealistic expectations and often beyond the abilities of employees, undermine self-esteem and interactive style conflict is associated also Alden, Bylyng and Wallace (1994) in their study concluded that the ideal of the autonomous orientation or socio-induced social anxiety and self-blame, depending on the subjects and makes them reduce the efficacy. Suez and colleagues (2004) examined the relationship between perfectionism and job satisfaction of managers began to achieve results consistent with the main hypothesis of the study. Their results showed that perfectionism managers can give their impact on job satisfaction and commitment to the cause, empowered and satisfied employees are less. The Baron - Now and colleagues (2006) study examined the relationship between perfectionism and self-employee directors began. It showed that between perfectionism and self-employee directors are negatively correlated. Samyk et al (2009) the relationship between perfectionism and job performance in a sample of 146 subjects examined employees, a production unit of Japan was, the results of this study showed that there is a negative correlation between perfectionism and job performance. Also Ashby and Rice (2010) to examine the relationship between adaptive and maladaptive dimensions of perfectionism and self-esteem began. They concluded that maladaptive perfectionism is negatively related to self-esteem, in fact one of the areas of capacity building among staff, administrators is promoting self-esteem and confidence, which according to research done pretty much perfectionism is associated with Managers. Secondary research hypotheses regarding the relationship of perfectionism manager's empowerment, it can be concluded that

the dimensions of perfectionism relationship managers with the ability of employees to be significant dimensions of perfectionism, especially the discipline and stress management can affect the ability of the staff. Interpersonal relationships, including being sensitive to the words of the director of personnel excessively, comparing employees with each other in terms of performance, shame spirit among employees who failed to do the same remove the barriers to eating respect to kind of excessive words and different perceptions of the word empowerment of employees can destroy. The uniqueness result is given by the managers of the affairs of the employees, the employees work in accordance with the criteria defined by the administrator, the administrator's consent to do if the staff, and impeccable things that makes his staff have always been caught in the strict manager and the employee is on creativity and innovation in this regard Godarzvand Chegini, Reza kilid bari and Farjadinejad (2011) to study the ideal convergence of creativity and innovation managers have indicated to staff, the director of perfectionism can reduce the employees' innovative behavior and new ideas their side reaches its minimum. Because all things must come to confirm or manager shall conform with the standards it is proposed to increase the level of performance, innovation, performance, organizational commitment, and the ability of employees, managers, compared to other members and refrain from creating an environment of democratic and free way for development of new ideas that can surface dynamics and agility in the organization may pave.

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