

Organizational Schizophrenia: Towards a Conceptualization and Scale Development

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Abstract

Organizations today are facing a lot of external turbulence and internal turbulence. Central to these problems is the people working in organizations and their problems. One of the problems that is of great importance but less talked about is organizational schizophrenia. It is a corollary drawn from the term “schizophrenia” of clinical psychology which is a psychological disorder. Many of its characteristics apply to organizations as well such as lack of alignment of policies and goals of the organization, double bind paradox, reality detachment and so on. Psychosis in organizations has been well studied and established. It is imperative to mitigate this psychotic problem in organizations before it assumes menacing proportions. But mitigation requires measurement. A four-factor scale consisting of 19 items which can measure the extent of organizational schizophrenia has been developed in this paper. Some of the challenging issues/ factors responsible for creating a schizophrenic organization were found to be confusion in corporate policies, leadership behavior, work environment and culture, trust, support and employee engagement.

Keywords: organizational schizophrenia, double bind paradox, reality detachment, Organizational neuroses, psychosis in organizations, schizoid organizations

Introduction

Industrial and Organizational Psychology deals with the application of principles of psychology to study individual behavior in an organization, group and behavior at organizational level (Zedeck & American Psychological Association, 2011). Of late I/O psychology has not just been dealing with normal behavior but even abnormal behavior as well in organizations. The dark side of organizational behavior, which is a manifestation of illogical, irrational and dysfunctional human behavior and negatively impacts businesses and organizations, has emerged as a vaunted area of research (Kose, 2023). Right from workplace incivility, organizational paranoia, mistrust, conflict, dysfunctional leadership, unethical behavior, workplace stress, workplace bullying, employee turnover, mobbing, and dark traits of personality (Bozkus, 2023) various such

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manifestations can be enumerated.

Organizations as well as employees working in them can be neurotic- which at times is being paranoid, sometimes compulsive and at times depressive. At times a neurosis is a reflection of the top boss's leadership style, but it can percolate down to the level where it affects the entire organization. Neurosis at times is a by-product of an organization's toxic culture (Kets de Vries & Miller, 1984) But irrespective of the debate around its origins, neurosis if aggravated can take the form of

psychosis (psychotic traits among employees) which threatens the very existence of organizations and their continued survival. There has been a need for integration of psychiatric and psychological findings and insights with the theoretical aspects of organizational behavior to get to the bottom of many such organizational problems. Five different organizational neuroses and psychosis – paranoid, compulsive, dramatic, depressive, and schizoid – have been identified in literature affecting planning, decision making, organizational cultures, and individual executives. These five can also be said as different neurotic/psychotic styles of top managers. Schizoid style can be said to be most psychotic among the five styles. An extreme manifestation of any such style would lead to dysfunctional organization and psychopathology. Parallels could be drawn between individual pathology-the excessive use of one neurotic/psychotic style and organizational pathology. Hence there is a need for linking intrapsychic phenomena as manifested by neurotic style and organizational adaptive characteristics (Kets de Vries & Miller, 1984).

The five neurotic/psychotic styles are well established in psychoanalytic and psychiatric nature (refer DSM-V) (American Psychiatric Association, 2013) Personality disorders as outlined in DSM-V include these styles.

The use of neurotic/psychotic styles will allow us to predict many aspects of each dysfunctional organization. For example, once it is certain that paranoid climate prevails in an organization it is visible in strategy, structure and organizational climate.

The schizoid organization- The work of Manfred and others

People here do not draw satisfaction from the real world, they believe their interactions will cause them harm and hence is safer to remain distant.

There is no interest in people. Withdrawal and detachment reigns supreme. There is no excitement or even criticism of anything transpiring in the organization. The schizoid organization is characterized by a leadership vacuum. Interaction is discouraged owing to non-involvement. In some organizations the second tier of managers try to compensate for the leaders' missing warmth and extroversion but are susceptible to becoming politically motivated managers pursuing their own agenda. The organization then becomes a virtual political battlefield.

A consequence of this behaviour is that the second tier becomes a political playground for 'gamesmen' (Maccoby, 1978) who try to gain favours from the detached leader. The insecure, withdrawn, disinterested and non-committed leader refuses to take any consistent stand and vacillates between one favoured subordinate or the other. In absence of any direction, the coalition which has the influence to impact the indecisive leader rules the roost. So some incremental changes do happen but are frittered away when another coalition takes over and reverses the changes done. Strategy becomes a captive to individual goals, power and politics than any meaningful SWOT. The second-tier managers rarely collaborate and are contented with their own fiefdoms. This fragmented nature of the organization prevents effective cross-functional and inter-divisional co-ordination and communication. Information is used for acquiring rather than for facilitating the various parts of the organization. There is no free flow of information. The schizoid organization can be characterized along five dimensions. Firstly, it has an internal orientation and pays very little attention to the external environment. Internal gamesmanship is emphasized. Secondly, the organization is passive rather being active with the leader being withdrawn, detached and highly indecisive. The second-tier managers try to dominate each other and as a result neutralizing each other's initiatives. So, there is no consistent strategy. Thirdly, all this leads to poor

control over organizational actions. Fourthly, decision making in such an environment is largely impulsive. Lastly an organizational myopia rules the roost. The view adopted by managers is very narrow in which they are only advancing their own selfish and divisive interests. The schizoid organization is thus an insular, isolated, political and fragmented organization with an inconsistent strategy.

While the work of Manfred and others identified and highlighted schizoid as an organizational type as well as psychotic style but not much attention has been paid to the resulting psychosis (Hunter & Madya, 2013) which can be termed as organizational schizophrenia. In fact the organizational neurosis continuum has been referred to a psychotic continuum later on in literature. The manifestation of the characteristic traits of a schizoid organization can be termed as organizational schizophrenia since the context is organizational and what is practically happening, is a recurring display of schizoid traits, pointing to the existence of a sort of schizophrenia. Schizophrenia is a term of clinical psychopathology. The definition of schizophrenia as per DSM-V is Schizophrenia is a chronic mental illness with positive symptoms (delusions, hallucinations, disorganized speech and behavior), negative symptoms, and cognitive impairment. It is a type of mental disorder in which there is a split between a person's thoughts, emotions and behavior, which seem to be out of touch with reality.

Reality detachment- A typical schizoid characteristic

The turbulence and chaotic nature of today's organization and their environment can lead to confused leadership (Dolan, 2002). This leads to a lack of alignment towards goals or what can be called as aimlessness. Further, it leads to conflicting and inconsistent directives and unresolved issues thereby creating disconnect

between what is to be actually done and what is being done. All these factors cause employees to be demotivated and work in fear causing reality detachment. This in fact is a detachment from the organization too. To compound the problem, political gamesmanship (Maccoby, 1978) takes priority. With an exponential growth in the development of technology and increasing globalization of firms, the business environment has not only become complex but turbulent/volatile too. In the race to be at the top, organizations tend to create toxic work environments where there is a big gap between the goals of the organization and its people, resulting in a chaotic situation with the organization pulling in different directions. This creates confusion and chaos obfuscating reality and what better would be a hunting ground for creating a schizoid organization than reality detachment.

Organizational culture and climate is an equally important issue. It's a well-established fact that people in organizations are guided by its culture, either positively or negatively. Schizoid culture and climate only adversely affect the organization (Kets de Vries, 1980).

Leadership, trust, support and engagement

Problems limited to individuals can be more easily mitigated but when a problem assumes organizational proportions, it is a cause for alarm. Leadership is a critical element in every organization, but a closer analysis reveals that leadership is at a premium in organizations (Rowe, 2001). There is actually a global crisis of leadership as reported in the World Economic Forum report, 2015. So the inability of leaders to build relationships based on trust, support and engagement results in a situation where there is an every man for himself situation. (Mazetti & Schafueli, 2022).

In situations devoid of trust and engagement what results is the 2012 infamous incident at Maruti

Suzuki plant at Manesar, where a general manager lost his life due to arson. Equally infamous was the incident at WISTRON plant at Bengaluru in 2020. Non engagement leads to detachment of employees from organization. This is very crucial because the next to follow is detachment from reality -a perfect schizoid characteristic.

Myopic view of organizations and its consequence
Organizations which are not clear about their objectives (vision & mission), and do not have well defined policies and procedures in place, are quite prone to this problem. Hence, people in schizoid organizations are very likely to face loss of meaning of life and sense of purpose again very obvious schizoid trait.

The entirety of all this discussed above makes the workforce panicky with an imminent danger of nervous breakout. This is the concept of organizational schizophrenia. Oliviera (2014) defines “Organizational Schizophrenia as a disorder, that can be manifested at different organizational levels (micro, macro and meso), depths and perspectives, and when is active includes symptoms such as lack of vision and a clear sense of purpose, trouble with managing people and change, poorly designed communication processes and rigidity in organizational structures”.

Review of Literature

The psychoanalytic and psychiatric literature represented by the works of Fenichel (2014), La Planche and Pontalis (2006), Shapiro (1965), Freedman, Kaplan and Sadock (1980) and Nicholi (1978)) is quite useful in providing an integrated view of intra-psychic functioning and behaviour. If organizational pathology is seen strong parallels can be drawn between the strategic behaviour, climate, structure, and environment of five types of organizations and Miller and Friesen's (1978) empirical taxonomy of organizations. The paranoid firms apparently relate to some of Miles

and Snow's (1978) 'analysers', the compulsive firms to Mintzberg's (1979) 'machine bureaucracies', the histrionic firms to some of Collins and Moore's (1970) entrepreneurial types, the depressive firms to Wagner's (1961), and Starbuck, Greve and Hedberg's(1978) bureaucracies, and the schizoid firms to Mintzberg's (1983) political arenas. The descriptions of the five organizational types are based upon the empirically derived configurations of Miller and Friesen (1978).

Oliviera (2014) also set up a focus group whose findings are reproduced below:

- Organisational schizophrenia is driven by complex environments that are propitious for double bind situations; -
- Leadership is critical since it provokes mimetism does enhancing schizophrenic organizational behaviour; -
- Organisational schizophrenia will be manifested according to several symptoms namely within structure, culture and communication processes: -
- This condition derived from a reality detachment can be addressed and overcome.

Towards a theory of schizophrenia (Bateson et al, 1956) one of the foremost works done on this area reports the findings of a research project. The double bind paradox which results in a lose-lose situation for the individual was explained here. Poorly designed communication processes also invoke schizophrenic behavior.

The absurdities and irrationalities that happen inside organizations causing teams and departments and the whole organization to fall apart, gives rise to the phenomenon known as psychosis. Ineffective responses to organizational crises and organizational trauma manifesting in

failure of the organization are the features of organizational psychosis.

Manfred Kets de Vries has multiple works published regarding the study of organizational malfunctions (Kets de Vries & Miller, 1984, 1987; Kets de Vries, 1979, 1991). Kets de Vries, (2004) argues "that the organizational man or woman is not just a conscious, highly-focussed maximizing machine of pleasure and pains, but also a person subject to many (often contradictory) wishes, fantasies, conflicts, defensive behavior, and anxieties - some conscious, others beyond consciousness". Further he states that "after all, it is individuals that make up organizations and create the units that contribute to social processes." One of the questions raised by him is: "Is management really a rational task performed by rational people according to sensible organizational objectives?" deVries coined the term organizational neurosis and linked these to organizational structures and leadership styles.

According to Gureja (2013), there are yawning gaps between what many companies promise to deliver as a matter of policy and what, in customers' perception, is actually delivered at the operating level. A major part of the problem stems from the fact that while a company may be keen to maximize customer satisfaction it would also want to maximize shareholder value at the same time. This obsessive pursuit kills people's objectivity. The resulting conflict of self-interest generates wrong signals within the company, leading to organizational schizophrenia severely affecting employees' emotional engagement. The symptoms of an unhealthy organization are stress, violence, an inability to manage diversity, poor management and leadership (Puplampu, 2005), illness, underperformance, or absenteeism (Kets de Vries, 2001)-all examples of organizational disease. Quick, Macik-Frey and Cooper (2007) point out the role of leadership for the creation of unhealthy organizations. Leaders may do significant damage

to individuals and organizations through excessive narcissism, duplicity, and toxic micromanagement. Puplampu (2005) presents a continuum between organizational health and death, pointing the finger to the structure, processes and technology's role in promoting healthy environments. Organizational schizophrenia has been supposed to be a debilitating factor for organizational performance (Lundin&Olin, 2018). Diagnosing and treating organizational disorders relates to concept of futuristic psychotherapy and the future of an organization is linked to evidence from psychiatry (Oliver Schwarz, 2007). Organizations can get sick in the same manner as people get sick. The nature, diagnosis and treatment of organizational sickness or disorders relate to how people with mental disorders are dealt with. Organizations can be structurally sick or behaviorally sick. The study of various symptoms within an established diagnostic framework akin to what is used for people (DSM-V) can lead to accurate diagnosis of organizational sickness/disorders and subsequently corrective mechanism/treatment can be initiated to achieve a healthy, productive and successful organization (Randell, 1998). Sheppard (1992) described organizational conflict as a manifestation of organizational schizophrenia. Organizations can also develop psychotic traits that influence perception, beliefs and values at organizational level as a result of impactful psychosis on organizations. The psychotic continuum of paranoia, obsessive-compulsive, dramatic, depressive, schizoid, and narcissistic tendencies is a worthy paradigm useful enough in assisting diagnosis of causes of organizational dysfunctions (Hunter& Madya, 2013). Employees of an organization are often supposedly led without any clear path to follow. On the contrary they are faced with conflicting management directives that catches them in double bind situations where it becomes difficult to discern. Individual employees find it very difficult to question the resulting ambiguity. The extremity of this phenomena results in double bind organizations where Organizational

dynamics emerge 'behind the back' of people in the organization. Due to lack of authentic dialogue the organization's vision mission get obfuscated. Attempted changes meant for the positive are taken as another double bind. And if the double bind patterns are tried to be changed, they become victims of the supposed logic they are trying to alter. The result is organizations besotted with institutionalized learning incompetence (Hennestad, 1990). In a detailed analysis of change process in organizations, Hinings & Greenwood (1989) mapped a series of "organizational tracks" through which organizations changed from one organizational pathology to the other (Greenwood & Hinings, 1988). If change is seen as a linear transformation, then there is a mid-point where organization is half way pathology A and halfway pathology B. This is the point where schizoid incoherence starts. Schizoid incoherence is not a transient phase in the life of complex organizations. Instead, organizations are in a constant state of schizoid incoherency. (Dhillon & Douglas Orton, 2001)

The assumption of Psychotic organizations can be seen as a socio-analytic attempt at understanding the organization in detail and opens up new avenues of organizational theory and politics (Sievers, 1999). The notion of psychotic organization provides a frame of reference for understanding a lot of irrationality and madness in organizations. While this perspective has been largely used for studying personality disturbances but it also provides a useful metaphorical frame for application to social organizations. While rational organizations in which rational people take rational decisions is something people like to believe or imagine the actual on the ground situation is that we are a part of neurotic, psychotic and dysfunctional organizations where conflict, contradictions, and recurring problematic behaviors are the norm rather than the exception. Outwardly, they trumpet their success but inwardly conceal suppressed emotions and tensions until

they erupt in violence, burnout, depression or sabotage (Cohen & Cohen, 1993; Fassel, 1993; Jackall, 2010; Kets de Vries and Miller, 1984; Ryan and Oestreich, 1998; Schaeff and Fassel, 1988; Weaver, 1989). Manesar-2012 and Wistron -2020 are grim reminders of this fact. The neurotic/psychotic style of the top manager defines the functioning of the organization which includes strategy, culture, structure, group relations and interpersonal relations. As a result, individual pathology takes the form of organizational pathology. This is what is being contended in this paper- the existence of organizational schizophrenia.

Research Gap

From the above literature review, parallels can be drawn when we talk of the concept of organizational schizophrenia and relate intrapsychic phenomena, a matter of clinical psychology to organizational dynamics. Though not much work directly on organizational schizophrenia exists but there is ample work on schizoid organization/ schizoid style/schizoid culture to suggest the manifestation of this phenomena in such organizations. A conceptualization has been done but there is no scale to measure the construct of organizational schizophrenia and despite a number of underlying causes a dimensional framework hasn't been developed so far. This implies scale development for organizational schizophrenia. Oliviera (2014), whose definition has been considered as baseline defined the term schizophrenia but left at two points - one the need to conceptualize the concept further with help of existing literature, second the need for a scale for measurement of Organizational schizophrenia and thirdly intervention of HR practitioners, the first two of which have been addressed in this paper.

Objectives of the Study

- To conceptualize the construct of

Organizational Schizophrenia.

- To develop a scale for measurement of Organizational Schizophrenia.

Research Methodology

For scale development, the reference point or the starting point has been the theoretical development done so far in respect of organizational schizophrenia/schizoid organization/schizoid style - reality detachment, detachment from organization, leadership vacuum, withdrawal of leaders and their disinterest and non-involvement dual command structure, structural issues, double bind paradox, vacillating stands of leaders and consequently the organizational machinery, political gamesmanship, Machiavellianism, fragmentation, culture and communication processes, loss of meaning and purpose of life. And if seen closely all these factors contribute to classical schizoid phenomena –delusional tendencies, disorganized behavior, split in thoughts, emotions and behavior resulting in loss of reality contact. Cognitive impairment a DSM-V schizophrenia trait also takes place when all of the above-mentioned factors are in action leading to loss of purpose and meaning of life.

With these factors in mind, a pool of about 50 items describing the above constructs was developed using literature survey. Freewheeling discussions and interviews with academia and industry were also conducted which provided items important for scale development. Post this item generation, opinion was sought through depth discussions and interviews with academia and industry to zero on to 26 items in the questionnaire. Hence face validity was assessed using expert opinion. Reliability and validity of the proposed scale was examined using Cronbach alpha, item total statistics. Lawshe's method was used to calculate content validity ratio and content validity index.

To examine the reliability and validity of the scale, the questionnaire was administered to the sample group. Likert 5 point scale was used to rate each item. The reliability of 26 items was examined through Cronbach's alpha and item total statistics was done to check for inclusion of each item.

Twenty-five item questionnaire robust enough emerged to proceed further. The questionnaire was administered to managers of manufacturing organizations. Convenience sampling was used in a stratified proportionate manner. Sample size was 305 managers (195 male, 110 female). Data was collected from top notch Indian manufacturing companies which had their manufacturing plants in Uttarakhand region of India. Responses were on a Likert-type scale, ranging from 1 = Strongly Agree; 2 = Agree; 3 = Neither Agree nor Disagree; 4 = Disagree; 5 = Strongly Disagree.

The data was screened for univariate outliers. The minimum amount of data for factor analysis was satisfied, with a final sample size of 300. In empirical studies, there has been no clearly defined harmony on the underlying factor structure, thus we applied factorability of 25 items. The rescaling process was done to transform the original raw data into a normalized set of data for negatively worded items, in order to operate and aggregate information without creating a distortion in the results.

Both KMO and Bartlett's test of sphericity were applied to ensure factorability of the items. First Exploratory Factor Analysis was done using SPSS and then Confirmatory Factor analysis was done using AMOS.

Results and Discussion

The value of Cronbach's alpha was .891 with 26 items. In the Table 1 of Item Total Statistics, value of "Correlated item total correlation" for item no. 8 was 0.169 which was less than recommended value .3, thus this item was deleted for better results.

Table 1: Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Question1	87.0230	184.904	.509	.529	.886
Question2	86.5246	187.717	.531	.498	.886
Question3	86.7934	187.829	.438	.470	.888
Question4	86.7934	187.243	.498	.395	.886
Question5	86.9246	188.550	.521	.472	.886
Question6	86.8361	188.374	.434	.380	.888
Question7	87.2754	183.305	.648	.562	.883
Question8	87.5410	195.104	.169	.216	.895
Question9	86.9213	187.757	.519	.393	.886
Question10	87.2131	181.497	.595	.637	.884
Question11	86.8689	186.272	.450	.507	.887
Question12	86.7902	189.587	.445	.390	.887
Question13	86.5902	188.736	.421	.409	.888
Question14	86.9049	189.606	.485	.381	.887
Question15	86.8984	186.427	.534	.425	.885
Question16	87.1967	187.566	.452	.423	.887
Question17	87.7115	180.838	.567	.471	.884
Question18	86.8918	195.334	.221	.199	.892
Question19	87.5082	189.895	.405	.313	.888
Question20	87.1639	188.374	.418	.409	.888
Question21	86.9082	189.360	.491	.401	.887
Question22	86.9934	186.329	.555	.468	.885
Question23	87.0721	188.982	.428	.309	.888
Question24	87.3082	186.043	.513	.536	.886
Question25	87.3738	184.393	.518	.529	.886
Question26	87.3344	191.361	.315	.243	.891

Table 2: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
.895	.895	25

The final value of Cronbach's alpha as shown in Table 2 was .895 with 25 items (question no. 8 deleted). This is above the recommended value .7 (Gliem & Gliem, 2003).

The scale already had face validity as it was developed with the help of experts. To establish content validity, Lawshe method was used for calculating content validity ratio and content validity index. Experts were asked to rate each item on 3 point scale (0 - not necessary, 1 – useful, 3 - essential). Total number of experts was 15. The content validity ratio for each item was calculated as:

$$CVR = (N_e - N/2) / (N/2)$$

Ne - no of experts who rated the item as essential

and N - total no of experts

The content validity index (CVI) is calculated as the average of content validity ratio of all items. The CVR for the items range from 0.6 to 1 and the CVI was 0.79, which indicated that scale had sufficient validity. Criterion validity is not assessed due to absence of any comprehensive criterion measure which can be used for validity assessment.

On applying KMO test for sampling adequacy the value came out to be .873, which was above the recommended value of .6, and Bartlett's test of sphericity was significant with df =300 (Cerny & Kaiser, 1977). Results are shown in Table 3.

Table 3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.873
Bartlett's Test of Sphericity	Approx. Chi-Square
	2743.975
	Df
	300
	Sig.
	.000

The diagonals of the anti-image correlation matrix (Table-4) were all above over .7 except for item-8 which is .631. Item-8 also has been deleted in the item total statistics analysis. Hence this is

supporting the insertion of each item in the factor analysis except for item-8. These values thus confirmed that each item is sharing some common variance with other items (Fabrigar et al., 1999).

Further, Factor Analysis was done through Extraction method with Principal component analysis and the Rotation method is done through Varimax with 25 items on a data gathered from 300 managers. Table 5 displays the Total variance matrix and shows that six factors having Eigen values greater than 1 have been extracted. The total variance explained by each component before and after rotation show that before rotation, the first factor explained a large amount of variance (30.126%) in comparison to the other factors, whereas after rotation, the first factor explained

14.173% of the variation and the relative importance of all factors was equalized. The Rotated component matrix with factor loadings is displayed in Table 6. Factor loadings above 0.4 have been considered. It can be seen that item numbers 7, 10, 12, 13 and 21 are loading on two factors and the factor on which loading is higher has been considered, while item 23 does not load on any factor, and hence has not been considered. Organizational Schizophrenia has 6 factors after data reduction method as shown in the rotated component matrix.

Table 5: Total Variance Explained

Component	Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.230	30.126	30.126	3.402	14.173	14.173
2	2.289	9.540	39.665	3.209	13.372	27.545
3	1.464	6.098	45.763	2.408	10.033	37.578
4	1.317	5.486	51.249	2.306	9.610	47.188
5	1.092	4.548	55.797	1.722	7.173	54.362
6	1.009	4.204	60.001	1.354	5.640	60.001

Table 6 – Rotated Component Matrix^a

	Component					
	1	2	3	4	5	6
Question1 - Procedures and policy implementation not clear.		.715				
Question2 - Confusion in corporate policies – goals not clear.		.603				
Question3 - Departments not working in cohesion.		.776				
Question4 – Organizational control is poor.			.617			
Question5 –Leaders are withdrawn / detached.		.623				
Question6- Managers not aware of subordinate’s Problems			.680			
Question7- Lack of focus on external environment	.494		.522			
Question 9 - Dual command structure.		.645				
Question 10 -Job responsibilities not clearly defined and role ambiguity	.674		.429			
Question11 – No consistent strategy			.570			
Question12 – Incoherent leadership style		.440		.411		
Question13 - Lack of communication.	.440		.527			
Question14 - Employees face ethical dilemma in the company		.474				
Question15 - Lack of trust and support.				.457		
Question16 –Powerful Shifting Syndicates	.619					
Question17- No policy to achieve work-life balance.	.591					
Question18 - Whistle blowers are generally not Encouraged					.779	
Question19 - Employee engagement and morale is low.				.683		
Question20 - No appreciation for good work/Organization remains passive				.722		
Question21 - Strong relationship building between Employees				.482	.534	
Question22 – Political gamesmanship				.555		
Question23 –Do not feel proud to be a part of their organization.						
Question24 –Decision making is impulsive	.775					
Question25 –Narrow Focus	.742					
Question26 - All issues resolved with consensus of team members.						.763

After exploratory factor analysis the validity of the scale was measured by confirmatory factor analysis using software AMOS 19 (Arbuckle, 2010) to confirm the factor structure of organizational schizophrenia. The values indicating the acceptance of a good model fit with five factors CMIN- 3.274 (Fonseca, 2013); TLI- .798 (Hu & Bentler, 1998); CFI- .817 (Fonseca, 2013); RMSEA- .087 (Kenny, 2015), Three items (Q6, Q14 and Q18) were deleted in subsequent AMOS

analysis.

The Average Variance Extracted (AVE) was calculated with the value coming out to be 0.5 which is as per the recommended value. Composite reliability was calculated with value coming out to be .77 above the recommended value of 0.7. Factor 5 (Q-18) and Factor 6 (Q-26) were deleted because they had only one item. The final four factor scale deduced has 19 items.

The AMOS SEM Diagram is given in Figure 1 and in Table 7. the grouping of all the items factor wise can be seen

Figure 1: AMOS SEM Diagram

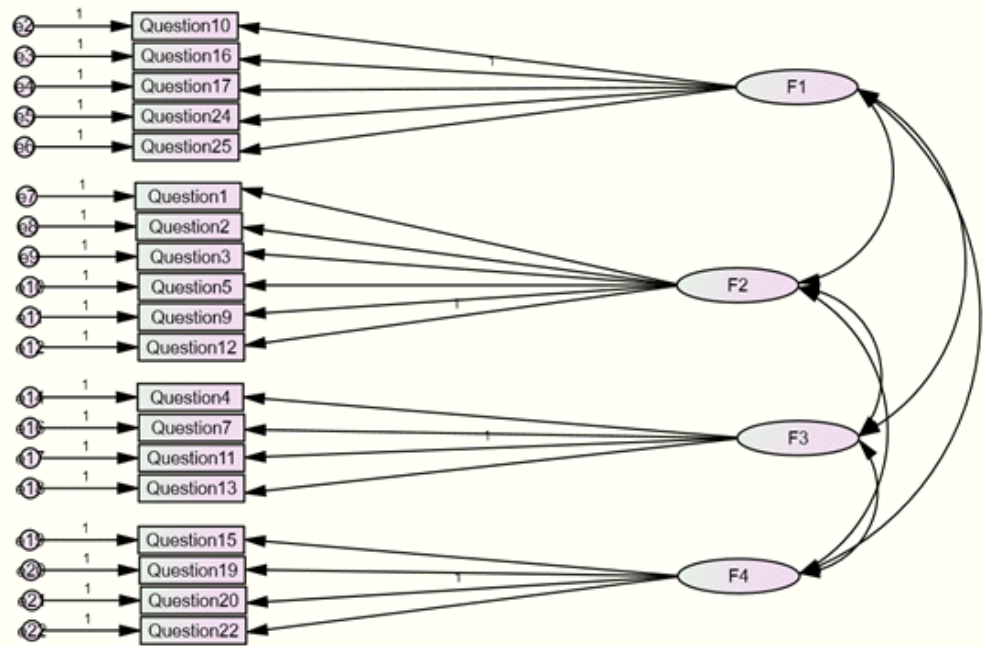


Table 7: Factors with item numbers

	Factor	Item Number
1.	Work Enviroment & Culture	10, 16, 17, 24, 25
2.	Clarity in organizational policies and leadership	1, 2, 3, 5, 9, 12
3.	Communication, control and strategy	4, 7, 11, 13
4.	Trust, Support and Engagement	15, 19, 20 and 22

- *Factor 1 is named as Work Environment and Culture* and it contains 5 items. Item numbers 10, 16, 17, 24 and 25 have been grouped in this factor.

Role ambiguity is again a contributor to organizational schizophrenia because people are not clear what is expected from them, their job responsibilities are not clearly defined, resulting in double bind paradox. Without clear role description, employee engagement becomes low, job satisfaction and performance also decrease, and employees feel that their time and energy is being wasted. This causes stress and disengagement.

Shifting coalition/syndicate of managers is a natural characteristic of a schizoid organization and hence a veritable contributor to organizational schizophrenia. Lack of work life balance also leads to uncertainty. Since not much thought is given to decisions, they largely remain impulsive. A narrow world view taken by managers only contributes to organizational schizophrenia by virtue of resulting conflicts and consequent politics. Summing up the above statements, it can be seen that work environment and culture is a contributing factor to organizational schizophrenia. Uncertainty/unpredictability in the working environment of the organization creates stress (Michie, 2002), and stress is something which can easily cause

reality detachment (Cordes & Dougherty, 1993) - atypical symptom of organizational schizophrenia.

- *Factor 2 is named as Clarity in organizational policies and leadership*, and it contains 6 items – Item numbers 1, 2, 3, 5, 9 and 12.

As organizations are continuously evolving, corporate policies, procedures and their implementation are also changing, thereby causing immense stress to employees. When there is confusion in corporate policies, the goals are not clear to the leaders themselves and the same goes down to the employees. When the mission is not clear, the strategies/procedures to fulfil the mission cannot be properly planned and this often leads to contradictory instructions which can lead to paradoxical injunctions and often the double bind perspective. Same can be said about corporate policies not being long term. Anything with a short-term perspective eventually lands individuals in situations where they are searching for alternatives time and again - an ideal poaching ground for organizational schizophrenia.

Confusion in corporate policies may also lead to dual command structure. Getting different instructions from different managers creates conflict and stress among employees and the double bind paradox can again be expected to arrive contributing to organizational schizophrenia. The leadership of the organization is detached, withdrawn and incoherent- a perfect breeding ground for second tier managers to take advantage of the situation which only increases uncertainty. One set of managers dominates at one time, by the time it is time to consolidate another set of managers takes over undoing whatever has been done so far. Often it is seen that departments are not working in cohesion or in

other words in a fragmented manner. All this leads to an atmosphere of uncertainty and mistrust and causes stress to employees. When the management lacks vision, employees do not know what to do and what is expected of them then employees are unable to define or justify their existence in such a situation- an obvious loss of purpose and meaning of life. And this is highly characteristic of either schizophrenia seen as a totally individual phenomena or if we transcend on to organizational schizophrenia.

- *Factor 3 is named as Communication, control and strategy* and it contains 4 items – Items nos. 4, 7, 11 and 13. Organizational control is poor, there is no focus on external environment, there is no consistent strategy of the organization and lack of communication exists. Insular thinking & isolation, poor control, no strategic intent and lack of proper communication leads to a schizoid organization with the result-organizational schizophrenia. Communication is the life blood of any organization. Lack of communication in the organization leads to an atmosphere of distrust, uncertainty, tension and stress.
- *Factor 4 is named as Trust, Support and Engagement* and it contains 4 items – Item nos. 15, 19, 20 and 22.

Trust and support are the basic values on which modern humane organization is built. Lack of trust and support obviously is a breeding ground of stress (Rhee et al., 2010) which can lead to organizational schizophrenia. Stress in professional life is undoubtedly a cause for reality detachment, and if paradoxical injunctions are there it would be worse off. Employees simply deviate away in situations of stress going further from reality and create paradox after paradox, since they do not get support from their seniors. Paranoid fear is the anti-thesis of the value of trust. If trust is

missing, organizations go through a dehumanising process. Lack of employee engagement throws up a situation before employees where they are unable to attach meaning to their work and purpose to their life - a perfect hunting ground for reality detachment. Absence of employee engagement makes the total HR exercise of involving people meaningfully, futile.

When employees feel that their work is appreciated and valued by their seniors, they feel motivated to do better. Appreciation of employees contributes to positive organizational climate and higher employee engagement at no cost. Lack of it lowers the morale and productivity of employees and indicates that the organization is passive. Political gamesmanship is another element here which has been amply discussed in the previous sections.

Conclusion

Having come to realize that organizational schizophrenia is quite an important construct to be further studied for mitigation purposes in organizations, the next level of research is to operationalize the construct and develop a scale for its measurement. Before efforts or strategies are placed in action for mitigation of a phenomena, its extent needs to be measured. Development of a scale is an attempt in this direction only. A four factor nineteen item scale has been deduced after conducting the necessary exercise of data collection, calculation of reliability and validity, exploratory factor analysis and finally a scale validation through confirmatory factor analysis. The scale needs to be subjected to further research and testing on organizations so that norms for the scale can be developed. Organizational schizophrenia is a malaise which if gets deep rooted can destroy organizations. The analogy of relating organizations with human body/brain can

be useful for practice. Organizational/ behavioral complexity can be understood from such analogies. Finally, since organizational schizophrenia involves people and behaviors and is a problem that is going to stay with organizations it would be of great interest to practitioners that how its mitigation is possible and through what human resource interventions.

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