Exploring the Consequences of Organizational Cynicism

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Abstract: In Pakistan, Advertising sector has always been in the limelight due to its efficient, communicative and well-integrated approach towards common public. Right now, advertising sector is facing a lot of challenges and organizational cynicism is one of them. This research was conducted to identify the relationship of the antecedents and consequences of cynical behavior showed up by the employees during any organizational change in the advertising sector of Pakistan. This cynical behavior may emerge due to two major reasons, one is what kind of information is perceived by the employees and what are the relational contexts towards it. In addition to this, the paper is based on the Buddha's quote that "Change is never painful, only the resistance to change is painful". Opinion of more than 250 employees was collected in the process of analysis. Findings show that cynicism has a significant influence towards organizational commitment and resistance towards change. Analysis shows that there is a strong requirement of eliminating cynicism out of the biggest economic activity of any country, i.e. advertising.

Keywords: Cynicism, Organizational Commitment, Organizational Change, Negative Attitude, Resistance

1. Introduction

Advertising Industry has emerged as the fastest growing sector during last ten years in Pakistan. Initially, TV Channels, newspapers and radios were considered to be the only transfer medium for entertainment and information to its people, however, after the 20th century, globalization cloud started hovering on all main industries of Pakistan including advertising sector. Fortunately or unfortunately, globalization has stretched limited boundaries of media to digital, social networking and wireless phenomenon [37]. Due to this, drastic organizational changes have been observed in private advertising companies regarding their strategies and team building issues, e.g., decrease in financial capitals, rapid synchronization in the digital capabilities, decentralization, shuffling of employees within the organization etc. As a consequence, employees in these organizations had to adapt themselves to settle with these changes. But this would have been an ideal case. Instead, many private organizations showed up with the negative attitude of employees towards these changes. In that case, things become tough and

tremendously close to the state of denial and making efforts towards resistance to this change [16].

In today's dynamic environment, organizational change is not counted to be the trivial part of the business in order to survive in the markets. Any change in organizational culture is brought by top management to earn more profit and good repute of the organization and somehow this is their basic right to initiate and control such decisions [3]. However, there may be some organizations that communicate all policies and procedures to the employees that are directly related to their jobs or task responsibilities. This promotes a sense of ownership in employees for their organization [37]. This organizational change when not perceived through positive informational and relational context, paves the path for cynicism within the organizations. Cynicism has often been theorized as a negative attitude, behavior or personality trait that affects the performance of the employees in a vicious cycle of goal oriented approach [43]. A standard phenomenon is observed that employees feel stressed and insecure at workplace when collaborated with a change, hence, resistance towards this change is a typical reaction

towards lack of participative decision making [5].

Different studies depict the behaviors of employees due to change occurred in organizations [42]. That results in negative responses and distresses their loyalty to the organization. Moreover uninformed changes in the organization will shake the employee job satisfaction and job commitments level [4]. It is very important for the employees that they should know why the specific change occurred in the organization [38]. Previous researches have revealed that team leaders or top management is behind the control of sudden changes to the organizations. Moreover, they are responsible for taking the middle and lower management in loop [35]. However, some studies claim that cynical behavior may be checked in other sectors of Pakistan except banking sector [32]. Therefore, the purpose of this study is to develop a communication model of organizational cynicism among antecedents and consequences of organizational cynicism in the advertising industry. This study will be helpful to observe the meaningful impacts of cynical behavior which remained under research in Pakistan [21].

2. Literature Review

2.1. Organizational Cynicism

Past researchers favored as cynical behavior as a negative attitude with a pack of three dimensions, i.e., cognitive, sentimental, and communication framework of this whole concept. These dimensions have been proved useful for operationalization of organizational cynicism as a variable. [12]. These rational dimensions, somehow, termed cynicism as creating a negative environment that affects the organizational commitment level and employees do not agree with this change and tries every possible way to not accept it. It may result in turn overs or maybe blackmailing the top management at the cost of company's confidential documents to be damaged [28]. The sensitive dimension of cynicism is specified in emotionally practiced frameworks, for example, loss of self-esteem by employees and despair [23] or disbelief from the organizational culture [19]. Lastly, the communal aspect of employees flexibly or surreptitiously acting out' their cynicism is crucial to be theorized in simple words. However, the information employees received and what type of relation they are having with the company matters a lot. When employees are attached spiritually towards its organization, and a sudden change is brought up without their consent, the trust of employees on management breaks desperately [45]. Hence, cynicism in organizations may be considered as the disbelief of employees, assortment, philosophy, social agreement or establishment [2].

H1 Organizational Cynicism is positively associated with its descendants.

2.2. Organizational Commitment

Organizational commitment has a significant role in the study of industrial psychology or organizational behavior. It is an integral part due to the massive amount of research which has proved an association among organizational commitment, employee behaviors and attitudes in the workplace [34]. Similarly, organizational commitment has been measured in the private, remote, and govt. sector and global environment have also adopted it newly. Initial exploration absorbed on outlining the idea and up-to-date research lasts to assess organizational commitment via two popular approaches, attitudes related to commitment and behavior related to organizational commitment [44]. It was also explained that the impact of any organizational change when faced through the cynical behavior of employees has surely shaken the level of employees' commitment to the organization, i.e., no support, less information, high cynicism, lack of employee recognition in the organization [3].

H2 Organizational cynicism is significantly related to organizational commitment.

2.3. Resistant to Change

Previous researchers studied advanced and raised the level of RTC (Resistance to Change) concept and offered the dimension measure of domain-specific struggle against change [31]. Consuming the move of domain-specific RTC, academics presented that RTC is destructively related to worker's comfort level in any organization going through change. However, it depends upon the values, belief and culture of the employees in the organization [8].

Today's business atmosphere harvest variation in the workplace further suddenly and regularly than ever before. It was also observed that Mergers, achievements, new knowledge, rearrangement and rationalizing are all influences that underwrite to a rising climate of doubt [13]. It was also considered at one time that there are diverse types of organizational change in different views, containing intentional versus unintended, organization-wide against change mainly to one portion of the organization, incremental (sluggish, steady change) against transformational (fundamental, essential), etc.. Momentous types of variation help all contributors to recollect scope and standpoint during the countless thicknesses and recurrent hindrances during organizational change [24]. Any change in the organization is not successful until or unless it is accepted by the employees, therefore the organizational managers, practitioners, researchers are exploring and determining issues related to organizational change. Many changes, failures of organizations were reported in past years, which cause huge losses to organization [33]. Some researchers highlighted that higher management have desired to find out what were reasons of change programs failures in the organizations. The studies provided evidences that resistance of employees to any change is the main cause of it [20].

H3 Organizational cynicism is negatively related with resistance to change.

2.4. Relational & Informational Context

Essentially, the information apparently drawn by a worker from its staff and Coworkers about cynicism or trust, affirmation is the two authoritative aspects which help to initiate the change in administrative organization in a bond with organizational performance [11]. Similarly, Trust management can be conceptualized in two ways. First as a procedure by which, an individual becomes trust well-intentioned for other entities. This factor of trust is a noteworthy standard of victory and existence because it enhances employees to collaborate with their coworkers as well as with their staff. However, tempting together these two features, one can verbalize the following meaning of trust management [40]. The doings of creating classifications and approaches that permit relaying gatherings to make valuations and results regarding the dependability of potential transactions involving risk and allow players and system holders to upsurge and properly represent the dependability of themselves and their organizations [22].

H4 Relational & Informational Context are positively associated to Organizational cynicism.

3. Methodology

3.1. Population and Sample Size

The sample size for the study was 242 out of 250 responses comprising of all the three levels of management from 05 advertising agencies that are enjoined with the largest media sector of Pakistan. This kind of selection was done in order to eradicate the chances of the possibility of biases and mistakes in the process of data collection. Respondents were nominated on an unsystematic basis to diminish any probabilities of discrimination, i.e. maybe age, race, gender or religion, etc., or size of any association. In this process, available data from available respondents were taken as "take-them-where-you-find-them" [10]. The technique used is snowball Sampling [9]. The sampling method used is snowball sampling. Through a survey method, Questionnaires were dispersed in five different advertising companies and filed under personal supervision.

3.2. Instrumentation

Employees' insights of organizational cynicism involve CC (Colleague cynicism) have been restrained on a 5-item Likert scale adopted [36]. The instrument for the variables was adopted from three diverse cynicism scales. Cynicism Scale and Organizational Commitment Scale were measured with 13 items and 7 item scale respectively [18]. Informational Context was measured by a 6-item scale [26]. Relational Context and Resistance to change has been measured through 8 item scale [29]. Five-point Likert scale from (1) "Strongly Disagree" to (5) "Strongly Agree" was used [25].

Table 1. Values of cronbach coefficient alpha for scale reliability.

Variables	Cronbach Alpha
Organizational cynicism	0.637
Informational Context	0.710
Relational context	0.675
Organizational Commitment	0.725
Resistance to Change	0.620

Table 1 demonstrates the values of Cronbach Alpha for each variable of this study. All scales used in the study have satisfactory internal consistency reliability. The value of cronbach alpha of informational context is 0.710 while for organizational commitment is 0.725 for this study, which is according to the accepted range all around the world. Research states that any variable having cronbach alpha value of 0.70 or more is reliable [30]. The reliability of the adapted scale for Organizational cynicism and relational context was 0.637 and 0.675 respectively by deleting two items. The value of cronbach for resistance to change is 0.620 which are in the acceptable range. The above reliability statistics showed that the scales were reliable and acceptable. In order to determine validity of the factors, or constructs, the cronbach alpha of every variable should be above 0.6, although loadings of 0.5 and above are acceptable for larger samples or for exploratory analysis [17]. To determine reliability of a factor, a Cronbach alpha of over 0.6 is usually required, but for exploratory work or for large samples, it may be 0.5 [15].
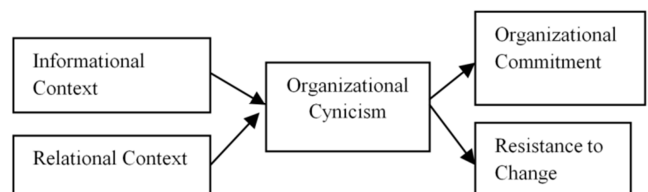
4. Research Model

Figure 1. Adapted from [7].

5. Data Analysis

Table 2. Correlation matrix.

	OC	RC	IC	OCM	RC
Organizational cynicism	1				
	242				
Resistance to Change	-.078	1			
	.229				
Informational Context	-.046	.732 (**)	1		
	.474	.000			

	OC	RC	IC	OCM	RC
	242	242	242		
Organizational Commitment	.924 (**)	-.165 (*)	-.104	1	
	.000	.010	.108		
Relational Context	.023	.357 (**)	.652 (**)	-.006	1
	.717	.000	.000	.922	

** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).
N = 242

Table 3. Chi-Square Test of H1.

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.444	12	. 338
N of Valid Cases	242		

The probability of the chi-square test statistic $\chi^2 cal= 13.444$, and p = 0.338, which is less than the level of significance of 0.05. Thus the null hypothesis H_{01} that informational context is not associated with Organizational cynicism is supported. The alternate research hypothesis that informational context is associated with Organizational cynicism is supported by this analysis.

Table 4. Chi-Square Test of H2.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.306	4	.121
N of Valid Cases	242		

The value of $\chi^2 cal$ = 7.306 and p = 0.121, it is concluded that Ho of hypothesis 1, that is, there is no relationship between the informative context and organizational cynicism. It means the null hypothesis that there is no relationship between the informational context and organizational cynicism can be accepted. It can be concluded that there is no association between organizational cynicism and the informational context. These results fully support the findings of previous research, as the researchers found that when employees observe that the change information is excellent in quality, they tend to feel less anxiety about the change [27].

Table 5. Chi Square Test of H3.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.484	4	.050
N of Valid Cases	242		

The value of $\chi^2 cal$= 9.489 and p = 0.050, it is concluded that H2 of hypothesis 2, i.e. there is a significant relationship between relational context and Organizational cynicism is accepted. It means the null hypothesis that, there is no relationship between relational context and Organizational cynicism can be rejected. It can be concluded that there is a slight association between Organizational cynicism and relational context. These results support the findings of

previous research completely as researchers found that the relational context also influences attitude formation during organizational change and people develop attitudes based on what others contemplate [39].

Table 6. Chi Square Test of H4.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.696	4	.013
N of Valid Cases	242		

The value of $\chi^2 cal$ = 12.696 and p = 0.013, it is concluded that H4 of hypothesis 4, that is, that there is a negative relationship between resistance to change and organizational cynicism. It means the null hypothesis that there is no relationship between resistance to change and organizational cynicism. It can be concluded that there is a slight association between organizational cynicism and resistance to change. These results fully support the findings of previous research, discovering that people can refute the need for change, refuse to accept the responsibility to assign with the subject of change, refuse to change the device and take steps to undo the change that has been made initiated in some cases [1].
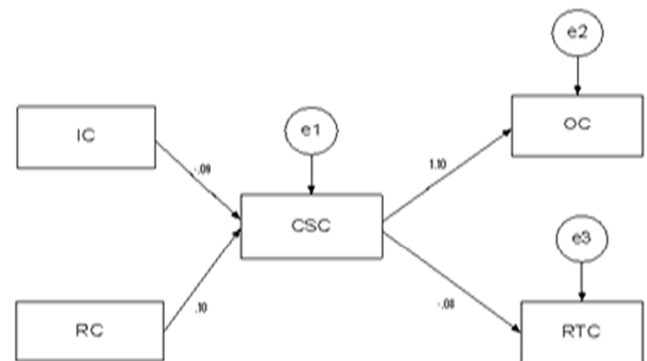

Figure 2. Path Analysis via AMOS.

Both parts of the model were analyzed through AMOS and found that the model partially matches the empirical data in the current study. The model explained a significant amount of variance in the outcome variables. To verify the fit of the model, it is important to examine the values of certain statistical tests such as, Chi-Square, Root Mean Square Error of Approximation and CFI. Therefore, the results of the model are given as:

Table 7. Model Fit.

Model	RMSEA	CFI	NFI	GF AGFI PGFI
Default mode	.048	.977	.955	.884.968.272
Independence model	.057	000	.000	.557.337.371

The Chi-square test statistic is significant since the p-value for the model is 0.047, which is <0.05, which suggests that the model is in shape. The mean square error of approximation (RMSEA) is 0.001 and since it is less than 0.05, it is obvious that the model is a good option. The Goodness of Fit Index CFI is greater than 0.9, which again reflects a good fit, although CFI may not be as informative as the Chi-square and RMSEA test statistics. Therefore, it is concluded that the model used in this study is adequate and suitable for future research.

6. Results & Discussion

The results reveal that there is a significant relationship of cynicism and organizational commitment in this research. The researchers also discussed that employees who feel they are cared for by their organization and by managers also have higher levels of commitment [12]. Organizations continuously change their direction to become familiar with the social and economic situation. To fully implement a careful organizational change, it is important to increase the provision of all connections in the organization. However, organizational change commonly meets resistance. The research proposes that trust is a dominant factor in the way workers experience the characteristics of organizational change. In this document an effort is made to empirically identify the factors related to trust that incite employees to be less cynical about the change. Deliberation will be given both to trust and to reliability, with a specific focus on integrity and competence.

The results show that the associated variables are not constant. They may vary from one culture to another over a period of time. These disparities draw attention to the fact that cultural differences must be taken into account when dealing with employees. The studies found that "the general management culture and style driven by the actions of senior management are strongly related to the degree of employee engagement" [14]. These correlations bring to light the importance of having strong managers and their roles in the organization in general. It is very important to recognize the factors that can lighten the negative results of organizational cynicism. Job satisfaction and team support will compensate for the change that occurred in the organization and will satisfy the cynical employee. The results provide evidence that organizational cynicism can confuse employees with self-awareness and poor self-esteem, and are cynically subject to seeing the actions of companies. Studies also indicate that disadvantaged economic circumstances and negative administrative actions, for example the restructuring of organizations, could lead to higher levels of cynicism among those already inclined [41].

7. Limitations & Implications

It is a good practice for any research training to mention its assets and defects. This study has been carried out in a limited time frame and, as a result, it is possible that some important areas have not been highlighted correctly. Of a quantitative nature, the previous study deals with the specific cynicism of change as a result variable. However, quantitative data can not reveal the rich participation of cynics and the various expressed forms of cynicism. To discuss this problem, future research could gather qualitative data to describe the content of employee cynicism. In addition to presenting the change model, the present research also makes a contribution to the literature regarding the measurement of trust and constructs related to change. The study incorporated four brief measures, all of which demonstrated the psychometric adequacy. Therefore, they will be suitable to be included in the broad-spectrum organizational climate or employee attitude surveys. Consistent with the call for previous studies to continue research on the conceptual and operational definitions of cynicism, the confirmatory factor analyzes reported here suggest that cynicism towards change can be measured reliably in public sector contexts and that public sector employees are clearly able to distinguish cynicism towards the change of alternative organizational factors such as integrity, competence and trust in top management of the public sector. Researchers and professionals may also have considerable confidence that the integrity of senior public sector management can now be measured reliably [6].

This will also increase the generalization capacity. Since this is a cross-sectional study, a longitudinal study may reveal better findings and results. The strength of this study is that all the questionnaires used to obtain data were fulfilled under private supervision and the answers are based on the true response of the respondents. A silent feature of this empirical study is that the model has been tested through AMOS graphics and the fit of the model has been demonstrated in the data. This study has been approved to study the relationship between organizational cynicism and four significant variables, information, relational context, organizational commitment and resistance to change in the workplace in the media sector of Pakistan. The results of this research are extremely beneficial for Pakistan's private media sector, since it is evident from the results that most employees are this issue when defining organizational cynicism as a negative attitude toward the organization, which comprises certain types of confidence, movement, and behavioral propensities. This conceptualization round of the phase of a substantial research program on organizational cynicism. A main step will be to put into operation our principle of organizational cynicism using the tripartite construction that we have introduced from the philosophy of attitude. A next main step will be to start hypothesizing and empirically to deal with the causes of cynicism in organizations. Researchers could potentially service a variety of copies to predict why some people are much more cynical about their organizations than others. For example, organizational cynicism may not be expressed as a result of procedures that involve organizational commitment,

relational and informational impacts, organizational change, or the intention to resist that change.

A third stage will be to control the belongings of organizational cynicism. The consequences of cynicism may include constructs such as organizational commitment, organizational citizenship and, in some cases, may be the intention to resist change, such as employee participation and process improvement. Although it has risked to some extent by the effects of cynicism in the organization, empirical work will be needed to answer this question with complete certainty. In conclusion, organizational cynicism presents a novel and stimulating research opportunity, which gives form, but also energies beyond current concepts and theoretical schemes. Research on cynicism should help us recover a show that is an organizational change in modern organizations, and perhaps find better ways to manage or stop it. In addition to these, media companies in Pakistan, it is necessary to understand that the performance of employees in a workplace depends on the attitude and behavior of staff and administration. Overall, this study is extremely productive for Pakistan's private media sector and the findings of this research can be applied immediately to obtain dividends.

8. Conclusion

As a conclusion, it can be stated that the significant relationship between organizational commitment and organizational cynicism is revealing of the fact that private sector organizations have not fulfilled the perspectives of employees. The salary structure and the growth of the private career that follow the rule of superiority and adequacy make that most of the employees feel frustrated with their jobs and can eventually generate organizational cynicism. In addition, this study has several practical implications during organizational change. Administrators are advised to provide timely information about the change to employee managers, since the perceived quality of the information has the greatest effect on the specific cynicism of the change. Administrators must ensure that everyone has the same access to change information. In the survey questionnaire, some employees responded that they do not know what is happening with the change. Management information should explain the need and instructions for change, so that teachers are clear about where the change is taking them. Similarly, the attitude of employees tends to be influenced by their close colleagues, managers must be aware of the interactions of employees about the change. The administration is advised to give more autonomy to the individual departments and encourage discussions at the departmental level to obtain sustenance from its members.

Finally, trust in administration is one of the most important determinants of the specific cynicism of change. However, in this survey, they do not have a very significant relationship. It is advisable to understand the culture and history of the company in particular and try to generate a sense of community before making the change strategy. In addition,

the administration should respond not only to the opposition's external pressure, but also to the internal demands of the employees. Since, employees are the most precious assets for any organization. It is very difficult to implement a successful change within an organization without the participation of employees.

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