Causes of Organizational Cynicism and its Consequence on Teaching Staff in Malaysia

Javeria Baig1,*, Ng. Kim Soon1, Ali Abusalah Elmabrok1, Sonia Shanker1, Ng Mei Xin Sirisa2 and Abd Rahman Ahmad1

1Faculty of Technology Management and Business, University Tun Hussein Onn Malaysia, Batu Pahat, Malaysia; javeriab@yahoo.com, ksng@uthm.edu.my, ali_uthm@yahoo.com, sonialohana@outlook.com, arahman@uthm.edu.my

2Faculty of Arts and Social Science, Universiti Tunku Abdul Rahman, Malaysia

Abstract
Cynicism reveals itself as a new pattern in employer and employee relations. Now academicians are realising the effect that cynicism can have on organizations. This phenomenon has widespread in various kinds of organizations. This study considering a systematized view in which organizational cynicism measured as a negative behaviour, mainly in the educational sector. Current study aimed to endeavours to analyse the mediator role of organizational cynicism on the relationship among workplace incivility, psychological contract violation, with the outcome of organisational citizenship behaviour among teaching staff of the public secondary schools of Malaysia. The current study emphasises the value of working environment and personal characteristics of employees in determining organisational cynicism and will suggest the causes and consequences of cynicism.

Keywords: Cynicism, Workplace Incivility, Psychological Contract Violation, Organisational Citizenship Behaviour

1. Introduction
This paper proposed an empirical test and a consolidative model of organisational cynicism that comprises of predictors, mediator and consequences. It shows a systematic and consolidative assessment of negative aspect of cynicism, specifically towards the organization. Contribution of this study offers more informed understanding of organisational cynicism construct because previous researches show the presence of cynicism in different types organisations1,2. Similarly, it has been observed in different organizations in Malaysia. Therefore, to broaden the research, this study proposed to be conducted in educational working environment. It is expected that this study produces valuable information which not only contribute to widen up the understanding of cynicism but also provide a dynamic and thoughtful perception related to cynicism in educational organizations in Malaysia. Researchers emphasizes that the schools’ system has shown high level of strain as compared to other white-collar employees1,2. It has been determined by research that most of the teachers have high level of exhaustion in their profession but they still want to continue in this profession which presumed to effect on the students negatively due to the behaviour of the teachers3. It has been observed that women working in this profession in Malaysia are being caught with different kind of emotional and traditional issue4. Moreover, heavy work load...
with long working hours in such a stressful environment of the job in nominal wages increase the brain strain. The profession usually becomes plagued by a high turnover rate, those employees who want to continue in this profession take days-off, later quit from job and some perform ineffectively with their co-workers because of work-related stress. The reasons for choosing school teachers to explore organizational cynicism are multifaceted. First, there are numerous past studies on the issues of cynical attitude in nursing staff but very rare literature can be found on high school teachers. Although teaching and research profession report to be as stressful as the nursing. Second, the school teachers in Malaysia are going through similar behavioural and attitudinal problem as nursing staff. Third, it has been observed after reviewing the literature, organizational cynicism has rarely been explored in public higher school teaching profession in Malaysia.

Within the context of this study, social exchange theory supports this assumption. “Social exchange theory is relevant where people have expectation from one another and attract them for one’s own interest. Such egocentric approach produces cynicism in organization among employees. Past researches related teachers strain have not focused clearly on cynicism limit in schools, therefore, scrutinizing this topic has been considered for this study. In discussed that social mistreatment can take a variety of forms. Workplace incivility is less intensified as compare to other deviant behaviours, such as workplace violence, workplace aggression, workplace bullying and workplace harassment, despite of, it still has important impact. In this scenario, incivility is not only limited to verbal abuse but it can also be nonverbal which has some disrespectful nonverbal behaviours include glaring, ignoring, or excluding colleagues. Moreover, keep the phone bells loud or not turning off mobile phones during meetings, leaving a jammed printer, gossiping and snapping at co-workers are suggested examples of uncivil behaviours in organisations. Incivility differs from other forms of workplace mistreatment as a challenge at workplace norms and low intensity. Incivility has been found to impact employees’ health and wellbeing, reduce productivity levels and influence OCB.

In previous research cynicism was viewed as substitute of depersonalization phase of burnout, this study is relevant to organizational cynicism awareness in education. In found that negative attitude may negatively affect Organizational Citizenship Behaviour (OCB) among teacher, mistreatment of co-workers may also take place where work load stress is also there with a wide range of factors. Therefore, workplace incivility, perceived psychological contract violation consider as a predictor of organizational cynicism. This study undertakes almost all the possible future calls to extend the previous models on organizational cynicism. In has developed unified model of organisational cynicism and explored the predictors and outcomes of organizational cynicism and suggested that future study should examine organizational cynicism as a mediator and effect on OCB.

2. Literature Review

This study purposes to analyse the potential influence of mediator, Organizational cynicism on the relationship among the workplace incivility, perceived psychological contract violation and Organizational Citizenship Behaviour (OCB). This study recognises the presence of cynicism in all types of organizations but it will only focus in educational setting to scrutinize the working environment in the schools of Johor Bahru, Malaysia. The study will highlight some important factors which later will contribute to expand cynicism research into a professional field that has rarely been explored by past researches in Malaysia. There have not been ascertained studies of cynicism in educational organizations.

The reasons for choosing school teachers to explore organizational cynicism are multifactorial. First, there are numerous past studies. Empirically investigated the issues of cynical attitude in nursing staff but very rare literature can be found on high school teachers. Although teaching and research profession report to be as stressful as the nursing. Second, the school teachers in Malaysia are going through similar behavioural and attitudinal problem as nursing staff. Third, it has been observed after reviewing the literature, organizational cynicism has rarely been explored in public higher school teaching profession in Malaysia.

Within the context of this study, social exchange theory supports this assumption. “Social exchange theory is relevant where people have expectation from one another and attract them for one’s own interest. Such egocentric approach produces cynicism in organization among employees. Past researches related teachers strain have not focused clearly on cynicism limits in schools, therefore, scrutinizing this topic has been considered for this study. In discussed that social mistreatment can take a variety of forms. Workplace incivility is less intensified as compare to other deviant behaviours, such as workplace violence, workplace aggression, workplace bullying and workplace harassment, despite of, it still has important impact. In this scenario, incivility is not only limited to verbal abuse but it can also be nonverbal which has some disrespectful nonverbal behaviours include glaring, ignoring, or excluding colleagues. Moreover, keep the phone bells loud or not turning off mobile phones during meetings, leaving a jammed printer, gossiping and snapping at co-workers are suggested examples of uncivil behaviours in organisations. Incivility differs from other forms of workplace mistreatment as a challenge at workplace norms and low intensity. Incivility has been found to impact employees’ health and wellbeing, reduce productivity levels and influence OCB.

In previous research cynicism was viewed as substitute of depersonalization phase of burnout, this study is relevant to organizational cynicism awareness in education. In found that negative attitude may negatively affect Organizational Citizenship Behaviour (OCB) among teacher, mistreatment of co-workers may also take place where work load stress is also there with a wide range of factors. Therefore, workplace incivility, perceived psychological contract violation consider as a predictor of organizational cynicism. This study undertakes almost all the possible future calls to extend the previous models on organizational cynicism. In has developed unified model of organisational cynicism and explored the predictors and outcomes of organizational cynicism and suggested that future study should examine organizational cynicism as a mediator and effect on OCB.

3. Methodology

Research methodology including statistical procedure with description of survey instruments, data collection method and targeted population with their brief introduction to this research. With the validity and reliability of measurement scale, also present statistical analysis technique which used to elaborate all hypotheses. There are different schools has been taken for the targeted population. Each school has different population size, there
for according to the rato, the survey questionnaire will be
distributed on random sampling of the teachers. The
size of teachers in each school is different from each other
therefore random-effect modelling is considered more
appropriate for this research.

4. Significance of Research and Discussions

This research decided to focus on public high school
teacher to explore the predictors and the outcome of orga-
nizational cynicism. There are 10 districts in the Johor
state of Malaysia. Johor district has been selected for
survey due to one of a large number of populated states
and there are a number of public and private schools, but
the current study aim to focus only public high schools.
Previous studies observed the relationship among orga-
nizational characteristics, perception of organizational
support and horizontal violence as predictors of organi-
zational cynicism, lack of studies found to explore the
workplace incivility and PCV as predictors and OCB as
an outcome of organizational cynicism.

5. Conclusion

As a summary, it has been observed that high levels
of professional strain, sadness and cynicism are reported
in the teaching and research profession, where it rated
almost twice as much as the stress felt in other profes-
sions. Even the scope of this study is broad enough that
not only limited to teaching staff of Malaysia but its find-
ings can be applicable for other countries as well. It has
been concluded from literature that if employees will be
fairly treated and their rights will be properly acknowl-
edged and efforts will be valued by the organization then
they will be less persuaded towards organizational cyni-
cism. Therefore, the study is useful for managing this
type of effects. The proposed model will definitely be
beneficial for the teaching staff and the solution which
will be provided can be utilised for the educational
sector.

6. Acknowledgements

With the humble thanks to the University Tun Onn
Hussein Malaysia (UTHM) for encouraging the current
research, also all the assistance and guidance provided by
proposed Professor to accomplish all the requirements of
PhD.

7. References

1. Munir Y, Khalifah ZB, Tahira A, Khan H. Interactive effect
of organizational cynicism on perception of organizational
politics and citizenship behaviour. International Journal
of Information Processing and Management. 2014; 5(1):
18–27.
2. Bransgrove E. A decade of teacher stress: The changing
nature of the determinants of teacher stress, 1981 to 1991.
The South Pacific Journal of Teacher Education. 1994;
22(1):39–52.
3. Hock RR. Professional burnout among public school teach-
ers. Public Personnel Management. 1988; 17(2):167–89.
4. Abdullah K, Noor NM, Wok S. The perceptions of wom-
en's roles and progress: A study of Malay women. Social
Indicators Research. 2008; 89(3):439–55.
5. UNESCO and ITA. Status of Teachers in Pakistan; 2013.
Lahore, Pakistan. 2015.
6. Khalid A. Occupational stress - What nobody tells you
about teaching in Pakistan. DAWN; 2015.
7. Laschinger HK, Grau AL. The influence of personal dispo-
sitional factors and organizational resources on workplace
violence, burnout and health outcomes in new graduate
nurses: A cross-sectional study. International Journal of
Nursing Studies. 2012; 49(3):282–91.
8. Munir Y, Ghafoor MM, Rasli AM. Exploring the relation-
ship of horizontal violence, organizational cynicism and
turnover intention in the context of social exchange theory.
International Journal of Human Rights in Healthcare. 2016;
9(4):254–66.
9. Wilson MA, Goettemoeller DM, Bevan NA, McCord JM.
Moral distress: Levels, coping and preferred interventions
in critical care and transitional care nurses. Journal of
Clinical Nursing. 2013; 22(9-10):1455–66.
10. Wojtowicz B, Hagen B, Smith VD. No place to turn: Nursing
students’ experiences of moral distress in mental health
settings. International Journal of Mental Health Nursing.
2014; 23(3):257–64.
11. Laschinger HK, Fida R. A time-lagged analysis of the effect
of authentic leadership on workplace bullying, burnout
and occupational turnover intentions. European Journal of
Work and Organizational Psychology. 2014; 23(5):739–53.
12. Suzuki E, Tagaya A, Ota K, Nagasawa Y, Matsuura R, Sato C.
Factors affecting turnover of Japanese novice nurses in uni-
versity hospitals in early and later periods of employment.
Journal of Nursing Management. 2010; 18(2):194–204.
13. Blau PM. Exchange and power in social life. Transaction
Publishers; 1964.
Causes of Organizational Cynicism and its Consequence on Teaching Staff in Malaysia

14. Dorman JP. Relationship between school and classroom environment and teacher burnout: A LISREL analysis. Social Psychology of Education. 2003; 6(2):107–27.

15. Leiter MP, Peck E, Gumuchian S. Workplace incivility and its implications for well-being. Mistreatment in Organizations. 2015; 13:107–35.

16. Jackson D, Clare J, Mannix J. Who would want to be a nurse? Violence in the workplace – a factor in recruitment and retention. Journal of Nursing Management. 2002; 10(1):13–20.

17. Glomb TM. Workplace anger and aggression: Informing conceptual models with data from specific encounters. Journal of Occupational Health Psychology. 2002; 7(1): 20–36.

18. Lim S, Cortina LM, Magley VJ. Personal and workgroup incivility: Impact on work and health outcomes. Journal of Applied Psychology. 2008; 93(1):95–107.

19. Johnson PR, Indvik J. Slings and arrows of rudeness: Incivility in the workplace. Journal of Management Development, 2001; 20(8):705–14.

20. Lim S, Lee A. Work and nonwork outcomes of workplace incivility: Does family support help? Journal of Occupational Health Psychology. 2011; 16(1):95–111.

21. Ghosh R, Jacobs JL, Reio TG. The toxic continuum from incivility to violence: What can HRD do? Advances in Developing Human Resources. 2011; 13(1):3–9.

22. Giumetti GW, Hatfield AL, Scisco JL, Schroeder AN, Muth ER, Kowalski RM. What a rude e-mail! Examining the differential effects of incivility versus support on mood, energy, engagement and performance in an online context. Journal of Occupational Health Psychology. 2013; 18(3):297–309.

23. Abraham R. Organizational cynicism: Bases and consequences. Genetic, Social and General Psychology Monographs. 2000; 126(3):269–92.

24. Chiaburu DS, Peng AC, Oh IS, Banks GC, Lomeli LC. Antecedents and consequences of employee organizational cynicism: A meta-analysis. Journal of Vocational Behavior. 2013; 83(2):181–97.

25. Hunter JE, Schmidt FL. Fixed effects vs. random effects meta-analysis models: Implications for cumulative research knowledge. International Journal of Selection and Assessment. 2000; 8(4):275–92.

26. Cheung MW. A model for integrating fixed-, random- and mixed-effects meta-analyses into structural equation modelling. Psychological Methods. 2008; 13(3):182–202.

27. Andersson LM. Employee cynicism: An examination using a contract violation framework. Human Relations. 1996; 49(11):1395–418.