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EFFECTS OF ORGANIZATIONAL CYNICISM ON COMMITMENT AND JOB SATISFACTION OF EMPLOYEES IN PUBLIC SECTOR ORGANIZATIONS IN GHANA: A STUDY OF UNIVERSITY FOR DEVELOPMENT STUDIES

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2019

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SATISFACTION OF EMPLOYEES IN PUBLIC SECTOR ORGANIZATIONS IN

GHANA: A STUDY OF UNIVERSITY FOR DEVELOPMENT STUDIES

BY

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UDS/MSA/0001/17

THESIS SUBMITTED TO THE DEPARTMENT OF SOCIAL POLITICAL AND

HISTORICAL STUDIES, FACULTY OF INTEGRATED DEVELOPMENT

STUDIES, UNIVERSITY FOR DEVELOPMENT STUDIES, IN PARTIAL

FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF MASTER OF

PHILOSOPHY (MPHIL) DEGREE IN SOCIAL ADMINISTRATION

AUGUST, 2019

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DECLARATION

Student

I Abukari Abdul Kahar, do hereby declare that apart from references to other peoples' work which have been duly acknowledged, this thesis is the result of my own effort under the supervision of Dr. Francis N. Sanyare, and that no part of it has been presented for another degree in this University or elsewhere:

Candidate's Signature: ……………………………. Date: …………………………………

Name……………………………………………………………………………………………

Supervisors'

I hereby declare that the preparation and presentation of the thesis was supervised in accordance with the guidelines on supervision of thesis laid down by the University for Development Studies.

Principal Supervisor's Signature…………………………………. Date: …………………………

Name: ………………………………………………………………………………………………

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ACKNOWLEDGEMENT

As with every research study, a lot of people contributed to the successful production of this work. My first and foremost thanks goes to the Almighty Allah for his guidance and protection. Secondly, I will like to thank my supervisor Dr. Francis N. Sanyare for his patience and understanding in guiding me throughout this journey. My next appreciation goes to Dr. Ibrahim Muazu of School of Business and Law (SBL), Wa Campus for his invaluable suggestions and contributions. The support and encouragement of Dr. Frank Teng-Zeng of Faculty of Integrated Development Studies (FIDS) cannot also be forgotten as well. I also extend my sincere gratitude to Mr. Alhassan Ibrahim of Human Resource Unit at Central Administration for his wonderful contribution to the success of this work. Finally, I appreciate the efforts of Mr. Lamin Moshie Dayan for his brotherly encouragement and support. To all and sundry who contributed in one way or the other, I am most grateful.

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DEDICATION

This work is dedicated to my lovely wife Latifa Tampuli Alhassan for her patience and understanding.

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ABSTRACT

The study examined the effects of organizational cynicism on commitment and job satisfaction of employees in Ghana's public sector organization, with a specific focus on three employee groups (Senior Member Teaching Staff, Senior Member Non-Teaching Staff and Senior Staff) of University for Development Studies. Using quantitative research approach, results of the ANOVA analysis revealed significant differences in mean scores of organizational cynicism of the three employee groups; with Senior Staff employee group recording the highest prevalence in organizational cynicism, followed by the Senior Member Teaching Staff employee group, whiles the Senior Member Non-Teaching Staff employee group recorded the lowest prevalence of organizational cynicism respectively. Results of Pearson correlation analysis found a significant inverse relationship between employee's organizational cynicism and their job satisfaction in the university. Linear regression analysis of the study also found organizational cynicism as a significant predictor of employee's commitment and job satisfaction in the university, which further mean that employee's organizational cynicism impacts negatively on their commitment and job satisfactions in the university, given the magnitude of the unstandardized coefficients. Practical implication of the study begins with Management of universities and public organizations recognizing employee cynicism as a deviant work attitude, with far-reaching repercussions on critical employee attitudinal factors such as organization commitment and job satisfaction. The study recommended that Management of public universities must deal with organizational policies that provide fertile grounds for breeding employee cynicism, work disengagement and dissatisfaction. Theoretically, the study is guided by the psychological contract theory.

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LIST OF ABBREVIATIONS

ACC	Alpha Correlation Coefficient
FIDS	Faculty of Integrated Development Studies
FPLM	Faculty of Agribusiness and Communication Sciences
FNRE	Faculty of Natural Resources and Environment
FoE	Faculty of Education
FoE	Faculty of Agriculture
FPLM	Faculty of Planning and Land Management
GAUA	Ghana Association of University Administrators
HIE	High Education Institutions
IRaCS	Institute of Interdisciplinary Research and Consultancy Services
OED	Oxford English Dictionary
PC	Psychological Contract
PU	Public Universities
SBL	School of Business and Law
SAHS	School of Allied Health Science
SoE	School of Engineering
SAA	Senior Staff Association
SM	Senior Member
SMTS	Senior Member Teaching Staff
SMNTS	Senior Member Non-Teaching Staff
SS	Senior Staff
TEWU	Tertiary Education Workers Union
UDS	University for Development Studies
UTAG	University Teachers Association of Ghana

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Cynicism can be said to have existed in human society for a long time. However, cynicism as philosophical belief system originated from ancient Greece (Dean, Brandes, & Dharwadkar, 1998), where cynic schools were first established in the fifth century B.C. (Anderson, 1996). The ancient cynics have ridiculed men with desire for pursuit of power, wealth and materialism (Anderson, 1996). They belief d that human conventions were fake and should be shunned if men want to live a good live that is characterize by independence and self-sufficiency (Dean, Brandes, & Dharwadkar, 1998). Acting in accordance to their belief system, they openly demonized and criticized social institutions like religion and governments as worthless, unnecessary and therefore should be disregarded in human society (Brandes, 1997). The term cynic and cynicism has evolved and transformed in meaning over the years, and is now widely used in modern language vocabulary, with meanings closely related but practically different from tenants of ancient cynics.

Though there has been widespread interest in research in organizational cynicism across many disciplines in the recent past years, the concept still remains elusive among researchers. Literature in organizational cynicism research conceptualizes the term as either dispositional, that is, it originates from one instincts/trait; or a situational, that is triggered by organization internal environmental factors (Abraham, 2000). The term is generally seen as negative attitude of discontent, frustration and hopelessness towards one employing organization and/its leaders. In a more elaborate and comprehensive style, Dean, Brandes, & Dharwadkar, (1998), defined organizational cynicism as "a negative attitude towards ones employing organization comprising

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of three dimensions; 1) a belief that the organization lacks integrity, 2) negative affect towards the organization, 3) tendencies to disparaging critical behaviours towards the organization that are consistent with those belief s and affects" (page 345). The concept is based on the assumption that organizational leadership profits from the toil and sweat of employees, and that the principles of justice and fairness are compromised for parochial interest of organization and its top leadership/executives. Cynics belief that such principles justice and fairness are sacrificed to their selfish advantage, and that the choice of organizational policies are based primarily on hidden motives and self-interest of leaders (Dean, Brandes, & Dharwadkar, 1998).

Research in organizational cynicism and its effects on work attitude of employees such as commitment and satisfaction has received much global attention over the past decades. Increasing sophistication in the operations of public organizations in modern times, coupled with socio-cultural diversities of workforce, perceive ineptitudes, inefficiency and aggrandizement of public employees may have significantly influenced work attitudes and behaviours. Such sophistication and diversities may also have contributed to the widespread cynicism in organizations globally, and thus has stimulated interest in research in cynicism and work attitudes among scholars since the 1980s. For example, Kanter & Mirvis, (1989) reported that cynicism is everywhere in organizations, and it is predominant among organizational members in the United States (US) in particular. Accordingly, they foresee American workforce becoming increasingly cynical and provided a clear evidence to back their claim. According to their national survey, about 43% of Americans workforce were estimated as cynical. This is supported by the work of (Abraham, 2000; Bedeian, 2007) on increasing trend of cynicism in the US.

Indeed, employee commitment and job satisfaction has increasingly become relevant constructs in the field of industrial and organizational psychology in the sophisticated contemporary work environment. This is in consonance with the recognition of their importance to organizational performance and productivity. Generally, satisfied employees are more likely to be committed and dedicated to achieving organizational objectives. Conversely, dissatisfied employees are less likely to identify themselves with, and engage in activities that facilitate organizational goals achievement (Bashir, 2011). Preoccupied with disillusionment, and disgruntled by feelings of betrayal of leaders and organizations in general in meeting their job needs, organizational cynics are more likely to be less satisfied with their job, and less avid in the performance of their roles. Across diverse occupations and cultures globally, many scholarly finding have long established the relationship between organizational cynicism and altitudinal outcomes of employees such as commitment and job satisfaction (Abraham, 2000; Bashir S. , 2011; Bedeian, 2007; James, 2005; Nafei & Kaifi, 2013; Anderson & Bateman, 1997; Acaray & Yildirim, 2017; Aydin & Akdag, 2016; Mijani & Rahbar, 2016). For instance, some studies have found that increase level of cynicism among workforce influences how actively engaged they are in their organizations and countries. For example, it is reported that only 27% of the workforce in America are engaged -- that is satisfied, productive, emotionally present and psychologically committed to their work, with 56% identified as disengaged. The situation is similar in the advanced European countries such as France, Germany, Great Britain, and Australia, where engagement of workforce is estimated at below 20% and active disengagement averages more than 20% (Kouzes & Posner, 2005).

Again, in a study conducted to specifically understand and establish the effects of the seemingly heightened level of cynicism of some United State (US) based university employees, Bedeian,

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(2007) presented a cause-effect structural model, wherein cynicism was expected to predict host of adverse employee attitudinal outcomes, including commitment and job satisfaction. In a sample of 379 Universities employees, Bedeian, (2007) implied that, Universities that experiences high levels of cynicism among its employees will experience adverse attitudinal outcomes of employees such as decreased organizational identification and levels of affective commitment, declining job satisfaction, and, ultimately, increased turnover intentions. In a related survey of employees in diverse occupational groups in the US, Abraham, (2000) posited that organizational cynicism accounted for a significant variance (65%) of job satisfaction and (45%) of employee's commitment, among others.

Also, in a related survey to determine organizational cynicism levels, and to established its relationship with job satisfaction of Research Assistants in Akdeniz University in Turkey, Helvaci & Kiliçoğlu, (2018) found that organizational cynicism of the Research Assistants to be at moderate level (Total Mean score =2.91), and that Research Assistance with high perception of organizational cynicism were more likely to have low job satisfaction or dissatisfied with their work. Also, in a similar survey, Levent & Keser, (2016) and Arabacı, (2010) noticed a low and medium level of cynicism and undecided job satisfaction among teachers and other educational inspectors in public schools in Turkey. Additionally, Acaray & Yildirim, (2017) findings also revealed that individual personality traits of teachers in Turkey has a significant impact on organizational cynicism levels. In his survey of some domestic private banks in Pakistan, Khan, (2014) also concluded that organizational cynicism significantly affects turn- over intentions of employees, and the association between them is partially mediated by employee's job satisfaction.

Within the African sub-regions, research on cynicism in both private and public organizations and its relationship with employee commitment and satisfaction has received its fair share of attention over the past years, albeit relatively new and sparely distributed. For example, a survey conducted to assess the impact of organizational cynicism on organizational commitment of Physicians, Nurses and Administrative Staff in teaching hospitals in Egypt, Nafei & Kaifi, (2013), found a significant relationship between the sub scales of organizational cynicism (the cognitive, affective and the behavioural dimensions) and organizational commitment at Egyptian Teaching Hospitals. This is consistent with Mohamed Aly, Ghanem, & El-Shanawany, (2016) findings that organizational cynicism is negatively related with commitment and job satisfaction of nurses in Critical Care and Toxicology Unit in Egyptian hospitals. Similarly, in their studies to establish association between employee cynicism and employee commitment in public primary education in Egypt, Mousa, (2017) findings revealed a negative correlation among the dimension of organizational cynicism and approaches of organizational commitment.

Undoubtedly, the role of universities in national development has been well recognized globally. Consequently, such recognition has led to the proliferation of Universities in much of welfare states across the Sub-Saharan Africa to provide quality, accessible and affordable education as well as research services. Ghana currently has about nine public sector Universities in seven regions, of which UDS is included as the only public-sector university in the five regions of the North.

Public Universities (PUs) in Africa, and for that matter Ghana are largely bureaucratic, and its staff consists of varying competing interest groups which makes them susceptible to cynical inclination. For instance, and as cited by Bedeian, (2007) the perceived tension and untrusting

relationship of faculty academic members and administrators against one another has long been established in many Universities globally (Glotzbach, 2001). From the academic staff point-of-view, administrators are snobbish, disregardful and capricious, and discretional in decision making process, and out- of-touch with the realities of a university's real mission. On their part, administrators are wary of the selfish, self-indulgent, and parochial attitude of faculty academic members, unappreciative of the easy life they live (Bedeian, 2007). Despite the perceive conflict of interest among key interest groups, and its possible influence on the emanation of cynics and cynicism in Universities, research in cynicism in public universities within the African high education environment remains insufficient.

UDS is a public organization, comprising of a different professional group (teaching and non-teaching, other professional/technical staff, laborers, cleaners etc); each with varying roles and interest, and a common objective of promoting the University's interest of delivering quality education services. With its multi-campus system represented in three geographical regions in northern Ghana, coupled with the bureaucracy that characterize its operations, the University is of no exception to public sector academic institutions that are prone to activities of cynics and cynicism. Be as it may, the disposition of employees towards one another and towards their institution of employment remains a critical determinant of the successes and/or failures of the university in delivering its mandates. The collective feelings, attitudes and beliefs of employees (positively or negatively) towards one another and towards their organization of employment (UDS) or its leadership defines the behaviour of institutions in entirety. Given the inadequacy and sparseness of literature in cynicism in public High Education Institutions (HEIs) (Bedeian, 2007) in Africa for example, and for that matter Ghana, the current study look to explore the effects of organizational cynicism on commitment and job satisfaction of three categories of

employees (teaching staff, non-teaching staff and junior staff) in public sector organization in Ghana, with UDS as a case study.

1.2 Problem Analysis and Statement

Humans, as social animals, do not operate in isolation at the workplace. The dynamics of social interaction at the work environment has an importance influence on employee's wellness and the success of organizations as a whole. Generally, PUs are labour intensive, which provides the basis for a research enquiry into specific aspects of employee behaviours and attitudinal responses that might influence organizational performance (Wilkins, Butt, & Annabi, 2017).

Public sector organizations in Ghana, including UDS are bureaucratic, making the more vulnerable for cynics to infiltrate. Bureaucracy and its associated problems is widely regarded as a major stumbling block for efficiency and effectiveness of most public sector institutions in Ghana. Thus, many employees and other stake-holders in modern organizations are dissatisfied with, and frustrated by governance systems, organizational structures, and other bureaucratic processes acting as blockers and retrogressive forces in their efforts to achieve more open, transparent and trusting working relationships in their systems and organizations (Duignan & Bhindi, 1997).

Again, UDS is multi-campus University with centralized authority; therefore, perception of politics, power struggle and competition for resources and dominance among various Campuses and Faculties, as well as employees' perception of unfairness in the university (Alhassan, Adams, & Diedong, 2019) are all situations that are capable of breeding cynical employees in the university.

Organizational cynicism, therefore is an important construct in defining organization behaviour of Public Universities (PU) in is its own right, because its effects have been found to be consistently related to negative attitudes and performance of employees globally, and general undesirable outcomes such as diminished commitment and satisfaction, waning organizational citizenship behaviour, hopelessness, alienation, distrust of others, disillusionment, deviant work behaviours, intension to sabotage etc. (Wanous, Reichers, & Austin, 1994; Anderson & Bateman, 1997; Abraham, 2000; Hochwarter, James, Johnson, & Ferris, 2004; Apaydin, 2012; Bedeian, 2007; Mijani & Rahbar, 2016; Nafei, 2013; Yildiz & Saylıkay, 2013; Abubakar & Arasli, 2016). Research enquiry on cynicism in UDS is therefore sufficiently justifiable, as it can have far-reaching negative attitudinal consequences on commitment and job satisfaction of employees, and the tendency of thwarting efforts of providing quality high education services for national development.

Indeed, various forms of research in organizational cynicism have been conducted across diverse disciplines, sectors and countries in many parts of the world. However, organizational cynicism among employee groups in public university educational institutions in Ghana is pleasantly novel, and thus worthy of scientific investigation. More so, professionally and geographically, the scope of research in cynicism in public institutions are mostly skewed to foreign organizations and countries e.g. Bashir, Nasir, Saeed, & Ahmed,(2011) in Pakistan, Mijani & Rahbar, (2016) in Iran, Apaydin, (2012) in Turkey, Kanter & Mirvis, (1989) and Bedeian, (2007) in USA, Nafei & Kaifi, (2013); Mohamed Aly, Ghanem, & El-Shanawany, (2016) in Egypt etc., and therefore remains scanty and underexplored in the Ghanaian context. Thus, the generalizability of the findings of these studies to the cultural context of Ghanaian public sector remains in doubt. The current study will therefore fill the paucity and under exploration of

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organization cynicism research within the Ghanaian public sector, and more importantly within a multi-campus university education institution.

1.3 General Research Question

What are the effects of organizational cynicism on organizational commitment and job satisfaction of employees in UDS?

1.3.1 Specific Research Questions

1. To what extent does organizational cynicism exist among Senior Member Teaching Staff, Senior Member Non-Teaching Staff and Senior Staff employee groups?

2. Is there any relationship between organizational cynicism and job satisfaction of employees in the University?

3. How does organizational cynicism affect organizational commitment of employees in the university?

4. How does organizational cynicism affect job satisfaction of employees in the university?

1.4. General Research Objective

The main objective of the study is to examine the effects of organizational cynicism on organizational commitment and job satisfaction of employees in the university.

1.4.1 Specific Research Objectives

1. To examine the extent of existence of organizational cynicism among Senior Member Teaching Staff, Senior Member Non-Teaching Staff and Senior Staff employees in the University

2. To establish the relationship between organizational cynicism and job satisfaction of employees in the University

3. To find out the extent to which organizational cynicism affects organizational commitment of employees in the University

4. To find out the how organizational cynicism affects job satisfaction of employees in the University

1.4.2 Research Hypothesis

H1: There are differences in perception of organizational cynicism among employees' groups in the university.

H2: there are variations in attitude of organizational commitment of employee groups in the University.

H3: there are variations in job satisfaction of employee groups in the University.

H4: There is a significant relationship between perception of organizational cynicism and job satisfaction of respondents.

H5: There is significant relationship between organizational cynicism and organizational commitment.

H6: There is significant relationship between organizational cynicism and gender.

H7: there is a significant relationship between organizational cynicism and level of education.

H8: There is significant relationship in perception of organizational cynicism and age.

1.5 Relevance of the Study/Justification

Ghana public sector wage bill accounts for about 48% of the total tax revenue (Republic of Ghana, (2018), *page 22*. The public sector universities are established, and fully funded by the Government of Ghana, and huge sums of money are spent as subventions for payment of salaries and emoluments of staff of these Universities. Generally, the staff composition of PUs are

complex and classified (senior member teaching and non-teaching, senior and junior staff) which in itself, may provide fertile grounds for cynics to breed and cynical employees to operate. Again, in the wake of increasing expansion and sophistication in the operations of public universities in contemporary times, amidst increasing student enrolment, funding and infrastructural deficits, Management as well as employees of PUs have been professionally constrained more than ever, and these constraints/challenges may impact on their work attitudes and behaviours such as commitment and satisfaction. Thus, organizational cynicism has been widely perceived as a canker that has eaten deep into framework of PUs, with severe repercussions on achievement of goals and objectives. Needless to say, therefore that, organizational cynicism and attitudes of cynical employees can hamper Universities key mandate of delivering quality education and research services for national development. Low employee commitment and low levels of job satisfaction are empirically proven as an undesirable outcome of cynicism in organizations; e.g.; Helvaci & Kiliçoğlu, (2018); Mousa, (2017); Abraham, (2000); Mohamed Aly; Bashir, (2011) and Ghanem, & El-Shanawany, (2016), and can significantly affect teaching and learning as well as governance and administration systems in PUs.

This study therefore examined organizational cynicism in UDS, *inter alia*; to raise the necessary awareness about its effects on employee commitment and satisfaction that would allow Governments and Management of PUs to manage and control cynicism among its workforce, and to ensure enhanced commitment and greater job satisfaction of employees in their work practices. Unlike prior studies on cynicism in public organizations e.g. (Bashir, Nasir, Saeed, & Ahmed, 2011) and (Nafei & Kaifi, 2013) that are limited to non-educational public institutions, the current studies focused on cynicism in public sector University in Ghana, and it is designed

to take into consideration the collective interest of major employee groups whose output are critical for the general functioning of PUs in Ghana.

It is anticipated that the study would serve as a policy guide or information tool to various Labour Unions and other stake-holders in PUs, as well as Governmental Agencies, Non-Governmental Organizations, Think-tanks and Civil Society Organizations with interest in public sector productivity and development in Ghana.

Findings of the study will also serve as feedback mechanism to employers and public policy makers alike, about employee's perceptions of their job and job situations in public sector organizations. This may be useful for planning and human resource development purposes for strong and effective public sector administration and development.

Finally, the study will also contribute to literature in organizational cynicism globally, and stimulate interest in organizational cynicism research within the Ghanaian academic and research community.

1.6 Scope of the Study

Much as it's recognized and established that cynicism is not a monopoly of any profession, discipline, country or sector; the current study intends to explore cynicism in Ghana; and it will be conducted in a higher educational setting in Northern Ghana. The study is expected to broaden the frontiers of research in organizational cynicism, and provides a deeper understanding of its relationship with employee's attitudinal responses such as commitment and job satisfaction in the operations of public Universities in particular, and Ghana's public sector in general. In terms of its professionally focus, and unlike prior studies, the current study will

explore cynicism among three employee groups (Senior Member Teaching Staff, Senior Member Non-Teaching Staff and Senior Staff) in a multi-campus public university (UDS) in Northern Ghana. Finally, the study context (UDS) and Campuses (Tamale, Wa, and Navrongo) were selected by the researcher because of cost and time convenience.

1.7 Organization of the Study

This study is organized into five chapters. The first chapter (chapter one) will deal with the the introduction, problem analysis of the study research questions and objectives, justification, scope and organization of the study. Chapter two will looks at the literature review. Chapter three will also is focused on the profile of the study institution (UDS) and the study methodology. Chapter four will looked at the analyses, presentation of findings and as well as discussions of results. Finally, chapter five intends to deal with the summary of the major findings as well as conclusion and recommendations of the dissertation.

1.8 Limitations

As with any research, the current study has several limitations and short-comings. For instance, the sample did not cover all staff categories in the University, and was limited to only three out of the four campuses of the University (Tamale, Wa, and Navrongo). By including all staff categories in all the Campuses of the University in population sample, perceptions of employees on organizational cynicism and its effects on commitment and job satisfaction would have been adequately explored.

Another limitation of the study has to do with issues of potential generalizability. The current study is focused on cynicism in public higher education institutions, with UDS as a case study. Therefore, the generalizability of the finding to private sector education institutions in particular,

and Ghana's public sector as a whole remains a serious doubt. Directions for future research on cynicism should therefor factor in the interest of private sector organizations, as well as non-education public sector organizations as a whole.

More so, findings of the current study are based primarily on perceptions of employees in UDS. There could be other likely sources of organizational cynicism, as well as its effects on employees in other public institutions. These factors, among others, are worthy of further research enquiry.

The current study measures organizational cynicism on dimensional scale. Employee's cynicism can be better explored when the measurement scale is sub divided into three dimensions (multi-dimensional).

Finally, the current study is grounded on the positivist paradigm. Employees perceptions on organizational cynicism and its effects would have been critically analysed with a Studies designed under the post-positivist approach.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter focused on the review of relevant literature in organizational cynicism as a main construct of the study. In line with the study objectives, this chapter accomplished several purposes. Among other things, it highlighted results of other findings that are related to the current study objectives. It also relates the study to the larger on-going dialogue in literature on organizational cynicism, as well as provides a standard basis/criterion for comparing results of the study with other similar findings (Creswell, 2009). Specifically, the chapter discussed the following; some theoretical framework relevant to the study; the etymology of modern cynicism and the history of ancient philosophical cynicism; explore some conceptual definitions and forms/types of cynicism; associations between organizational cynicism and some main study constructs (organizational commitment, job satisfaction) etc.

2.1. Theoretical Framework

The study is grounded on a social theory know as Psychological Contract Theory to explain the nature of exchange relationship between employers and employees, and how that further explains the effects of employee's cynical disposition within the organizations work environment. Thus, the adopted theory for the study is Psychological Contract Theory.

2.1.1. Psychological Contract Theory

The psychological contract (PC) is an important paradigm in the explanation of the nature of exchange relationships within the organizational microenvironment. The theory was first used in the work of psychiatrist Karl Menninger, who, in 1958 postulated that, a natural agreement in the

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form of an unwritten and implied contract evolves in the course of interaction between the therapist (Doctor) and patient during treatment (Sherman & Morley, 2015). However, Argyris (1960) used the theory for the first time to explain the nature of exchange relationships between employers and employees in organizational setting. (Sherman & Morley, 2015). Subsequently, the theory was further expatiated by scholars over the years, and has now become useful and integral construct in the explanation of employment relationships in organizations in contemporary times.

It is worth mentioning that some researchers e.g. Ho, Rousseau, & Levesque, (2006); Johnson & O 'Leary-Kelly, (2003) conceptualized PC as a type of social exchange in which there is unspecific and undefined favours and obligations between employers and employees that revolves around the norm of reciprocity. This norm of reciprocity is in a form of *quid pro quo* – thus an employee renders a benefit to the employer/organization, and the recipient of the benefit/service (employer/organization) feels obligated to return the kind gesture, which eventually results to series of mutual obligations and beneficial exchanges (Ho, Rousseau, & Levesque, 2006). Thus, PCs are one type of social exchange relationships between employers and employees in organizational setting Levison e tal (1962) as cited by Morrison & Robison, (1997). They conceptualized PC as expectations about mutual obligations, comprising of an employee and organization exchange relationships. More specifically, they defined PC as *"a set of beliefs and expectations about what each party is entitled to receive, and obligated to give, in exchange for another party's contribution"* in organizations (page 228). Concisely, psychological contract specifies and emphasizes what employee's belief they owe the organization and what the organization owes them in return (Rousseau, 1995). Further, psychological contracts involve perceived promises (Morrison & Robison, 1997) which may not be stated explicitly, but

implicitly, based on the actions and reactions of employees and employers in routine work relations.

On the formation of PC, Sherman & Morley (2015) posited that both individual and organizational factors influence the creation of PC over time. In their extensive literature on the topic, Sherman & Morley, (2015) suggested expression of organizational policy, recruitment activities, and co-workers as worthwhile examples of work-related factors that may fuel the employee's formation of PC in organizations. Accordingly, their work identified research findings that suggested that individual factors also influence the formation process. "For example, "work values" predict information-seeking behaviours, De Vos et al., (2005); "conscientiousness " predicts a preference for a relational psychological contract, Raja, Johns, & Ntalianis, (2004); "careerism" has been found to correlate with opportunities for development, Rousseau, (1990); and turnover intension, Hamilton & von Treuer, (2012)" (Sherman & Morley, 2015).

It is worth noting that one aspect of psychological contract theory that explains organizational cynicism is psychological contract breach. The central theme underlining the PC theory is the employee's belief that employers will fulfil the perceived promises and commitments they make. But what happens when employers are not able to meet the employees perceive expectations? Undeniably, the turbulence and uncertainties of the contemporary work environment makes it difficult for employers to fulfil all implicit and explicit promises they make to employees. When an employee belief that the organizations are not able to fulfil its promise or obligation, then the employee can be said to have experience psychological contract breach (Rousseau, 1995). Thus, PC breach involves an employee's perception of the failure of their employers to fulfil one or

more their obligations (Morrison & Robison, 1997). Psychological contract violation conveys strong emotional resentment, whereby the victim (employee) experiences anger, betrayal, deep psychological distress and frustration, injustices and wrongful harm by employers (Morrison & Robison, 1997). Thus, psychological contract violation creates a state of disequilibrium in the exchange process between employers and employees. When psychological contract is breached or violated, it creates a vacuum in the exchange relationship, and a feeling of betrayal by employees. The feelings of betrayal will overtime, culminate into expression of emotional and disparaging resentment, distrust, anger, and frustration towards employers and the organization as whole (organizational cynicism). And when employees become cynical, they are more likely to exhibit adverse attitudinal work responses, including low job satisfaction and commitment (Bedeian, 2007). Thus, the psychological contract as a theoretical paradigm, helps in elucidating the intricacies of the exchange relationship and the exchange process between employers and employees in organizations.

2.2 History of Ancient Philosophical Cynicism and Etymology of Modern Cynicism

Cynicism can be said to have existed in human society for a long time. However, "it originated from ancient Greece as a school of thought and a way of life" Dean, Brandes, & Dharwadkar, (1998) (page 342). In Ancient Greece, the early Cynics were most characteristically, Greek interpretation of the world as vanity-fair, and expression of low regards for current values, norms and conventions, as well as the desire to revert to natural way of living based on minimum of demands (Dudley, 1937). The Cynics conceived human conventions as fake, worthy of avoiding as much as possible in order to assume self-independence and self-sufficiency that defined a good life (Dean, Brandes, & Dharwadkar, 1998). Accordingly, they openly chastised and criticized human conventions, norms and social institutions like Religion and Governments as

worthless, useful only in fettering human liberty and freedom (Brandes, 1997). Instead, they trumpeted and advocated for individual liberty, self-independence and good ethics that formed the basis for happiness in life, and preached against aggrandizement, human conventions and its excesses. As part of their belief system of rejecting social standards and reverting to natural way of living, the early cynics wore rough clothing and drank with their bare hands without the use and need for cup. Diogenes is even said to have lived in tub instead of a house, and was also famous of carrying lump in daylight to find honest man (Dean, Brandes, & Dharwadkar, 1998). Thus, the early cynic conspicuously demonstrated their low regard for societal standards which they expressed both in words and action.

It is worth mentioning that, the traditional account of the history and the foundation of ancient philological cynicism, and the etymology of modern cynicism in itself is mired with divergent perspectives among scholars. The orthodox account of cynicism that proclaimed Antisthenes as the founder of the sect has been widely speculated in literature. Ironically, the validity of such traditional account has been questioned in both ancient and modern scholarly literature, as Antisthenes is reported to have never being in contact with the Cynics, and had never formed a school of philosophy at all (Dudley, 1937). Thus, the attribution of Diogenes as a pupil of Antisthenes in the orthodox account of the history of ancient cynicism remains largely *a priori* of a fact (Dudley, 1937). Undoubtedly, Diogenes occupies a lofty position in the triumph of ancient philosophical cynicism on an account of his adherence to extreme asceticism, and hence widely regarded as a prototypical cynic. His role in the foundation and the practice of ancient philosophical cynicism therefore remains indubitable among scholars.

Etymologically, the origin of the term *cynicism* remains contentious among scholars (Brandes , 1997; Dudley, 1937). It is believed that the term may have either originated from the word (kyon), which means Dog in Greek, or from a town called "Cynosarges" near Athens where the cynic's school was established (Dean, Brandes, & Dharwadkar, 1998; Dudley, 1937). Unequivocally, Dudley, (1937), catalogued four reasons why the ancient Cynics were so called in his book entitled; "*A History of cynicism From Diogenes to the 6th century A.D*".,

"*First, because of the indifference of their way of life – they live like dogs, eat and make love in public, go barefoot, and sleep in tubs and at crossroads; The second reason is that the dog is a shameless animal, and they make a cult of shamelessness, not as being m beneath modesty, but as superior to it; The third reason is that the dog is a good guard, and they guard the tenets of their philosophy; The fourth reason is that, the dog is a discriminating animal which can distinguish between its friends and enemies -- So do they recognize as friends those who are suited to philosophy, and receive them kindly, while those unfitted they drive away, like dogs, by barking at them*" (Page 5).

The term cynicism has transformed in meaning over the years, and is now deeply ingrained in modern language vocabulary, with meanings oppositely related and practically different from tenants of ancient cynics. How and when did the word become metamorphosed or transformed to the antonymous of its original meaning in modern times? – from the original moralist and truth-speakers, to the later manipulative, selfish and hypocritical (Laursen, 2009)?. Undoubtedly, the account of etymological transition of the ancient meaning of cynicism remains rather incongruous in scholarly literature. In his book entitled *The Making of the Modern Cynicism*, David Mazella, for example, as cited by Laursen, (2009), narrated the change in meaning from English culture perspective from the ancient tradition to modern cynicism, starting from the period as early as Shakespeare, and stretching to the end of the eighteenth century and the beginning of the nineteenth century. When Edmund Burke labelled Rousseau as a cynic, and

accused him of being a hypocrite, in line with Lucian's tradition of exposing fake cynics, the original meaning eventually faded and lost, amidst a transfer of the main meaning of the word from the original strict moralists and truth speakers, to the later hypocritical fake moralists (Laursen, 2009). Consequently, the 1814 edition of the Oxford English Dictionary named the English philosopher Thomas Hobbes a cynic because he assumes that people were selfish and morally bankrupt behind the veil of pretentious high moral life styles life they lived (Laursen, 2009). In the contemporary times, the online edition of the Oxford English Dictionary (2018) defined cynic and cynicism as *"one who shows a disposition to disbelieve in the sincerity or goodness of human motives and actions, and is wont to express this by sneers and sarcasms; a sneering fault-finder"*. (OED, 2018).

2.3. Research in Organizational Cynicism: Definitions and Conceptualization

It is worth mentioning that many scholarly research work in cynicism discusses the term as either a *dispositional factor*; i.e. innate human personality traits (Abraham, 2000; Hochwarter, James, Johnson, & Ferris, 2004) or *situational determined factor*; i.e. triggered by situational variables/circumstances (Anderson & Bateman, 1997; Apaydin, 2012; Bedeian, 2007; Dean, Brandes, & Dharwadkar, 1998; Erarslan, Kaya, & Altindag, 2018; Khan, 2014). Whether a dispositional personality factor or a situational determined, the definition of cynicism remains elusive among scholars across the social science discipline (Anderson, 1996). Five major conceptualizations of forms of cynicism exist in literature. A review of these types of cynicism would be useful in elucidating the meaning of cynicism as a concept in organizational management science, and also, conceptually delineate the various forms of cynicism as used in literature. These forms/types of cynicism are; personality-based cynicism, social or Institutional

approaches, occupational cynicism focus, organizational change focus cynicism and employee cynicism.

2.3.1 Personality Based Cynicism

Generally, scholars using the personality-based perspective to cynicism conceptualizes cynicism as a general human behavioural outlook (Dean, Brandes, & Dharwadkar, 1998; Abraham, 2000; Hochwarter, James, Johnson, & Ferris, 2004; Cook & Medley, 1954). Early scholars using this line of tradition in conceptualizing cynicism is based on the work of Cook & Medley, (1954) hostility scale -- a subset of items from the "Minnesota Multiphasic Personality Inventory" (MMPI); which measures a person's ability to get along well with others, and the extent to which there are feelings of hostility towards them. Accordingly, individual high scoring in the MMPI scales sees or perceives others as self-serving, questions the actions and behaviours of others, and are sceptic in relationships (Dean, Brandes, & Dharwadkar, 1998). Researchers inclined to the personality-based tradition perceived cynicism as instinctual or trait-based that characterized the general philosophy of human nature. Accordingly, Abraham, (2000) conceived that, personality cynicism emanating naturally from innate, and attributable to the general negative and pessimistic perception of human behaviour. By viewing cynicism as personality disposition, Kanter & Mirvis, (1989) posited that, cynics see selfishness as integral in human behaviour, and belief d that people inwardly do not care about the plight of others. They also belief that the unselfish are always at the disadvantage in the world of greed and dishonesty, and that humans by their natural creation, are simply fake, pretentious and dishonest. Echoing the personality and trait-based conception of cynicism, Hochwarter, James, Johnson, & Ferris, (2004) conceived that trait cynicism as "a ubiquitous personality characteristic, represented by an overarching frustration, disappointment and contempt for others, including an inherent distrust of the motives

that underlie actor behaviour that is not malleable to situational cues" (page 46). Accordingly, trait cynics exhibits scornful attitudes, and a deep-rooted feeling of mistrust of others based on the general assumption that the world lacks honest and trustworthy people (Abraham, 2000). In a dispositional point of view, it is the instinctive feelings of pessimism, negativism and scepticism about the conduct of human behaviour in general. Because trait cynicism is conceptualize as a personality characteristics rather than situational determined, this form of cynicism is perceived to affect individuals emotions, actions and inaction of a variety of issues (Hochwarter, James, Johnson, & Ferris, 2004), and issues, in the increasing complex human social and work environment.

2.3.2. Societal/Institutional Cynicism

Social/institutional cynicism can be described as a by-product of psychological contract breach between the individual and his/her society or its institutions. The social contract between the American public and its Government for example, that implicitly contain a set of expectations of every American, wherein workers have the natural rights to job security, home ownership, affordable health care system and college education, and a promise of improve economic prospects of children has been irretrievably broken (Kanter & Mirvis, 2006). The consequent of this is heightened cynicism of the American population as observed by Kanter & Mirvis (2006). In line with situational view of cynicism literature, this form of cynicism also develops as a result of confidence gab, created because of failure of society and its institutions in meeting the expectations of its members. In the Ghanaian societal circle for example, there have been perceived drop in the confidence and trust of Governments in meeting the expectations of graduates in particular, and providing decent working conditions for the ordinary Ghanaians as a whole over the last decades. More so, the life of grandeur, selfishness and aggrandizement of the

clergy and the religious institution has been a disappointment for many over the past two decades. The economic turbulence, coupled with the energy crisis in the last few years resulted in economic backwardness, thus aggravating the plight and disappointment of the teaming unemployed youth. Similarly, Seymour Lipsett and William Schneider (1983) cited by (Kanter & Mirvis, 2006) attributed widespread disaffection of the American public to the prevailing and growing "confidence gap." Their analysis of the confidence gab of the last twenty years suggested high levels of trust for social institutions such as Government, the press, and organized religion. This is inversely related to the current or today's comparison, as the majority now belief that politicians are corrupt, the press is deceptive, and that many religious leaders are hypocrites morally bankrupt (Kanter & Mirvis, 2006). Thus, the hallmark of social cynic rest on the conviction that the dysfunctional society and it institutions are responsible for their predicaments. To the social cynic, the future look seemingly gloomy and hopeless, as every job opportunity or assignment is approached with self-serving attitudes, equating success to the popular mantra of 'whom you know' (Kanter & Mirvis, 2006).

2.3.3 Organizational Change Focus Cynicism

Undoubtedly, the turbulence of the modern work environment has forced many organizations to embark on audacious programs to redefine their *modus operandi* to remain relevant in the competitive global business environment. Such experiences of turbulence and uncertainty are often met with counter change methods and techniques by business leaders and executive for the general welfare of all. Generally, cynicism about change occurs when organizational leaders failed to adequately implement expected change, despite having good intentions, resulting in pessimism about future change efforts by employees in organizations (Wanous, Reichers, & Austin, 2004). It consists of a real loss of trust and faith in the leaders and initiator of change as a

result of record of unsuccessful previous change attempts (Reichers, Wanous, & Austin, 1997). Organizational change cynicism has been defined as a merger of two components; "(a) pessimism about future organizational change being successful and (b) a dispositional attribution that, those responsible for previous failed change attempts are viewed as unmotivated, incompetent, or both" (Wanous, Reichers, & Austin, 2004) (page 1423).. Thus, for cynicism to developed, there must be situational cues or factors, and thus organizational leaders must be seen blame-worthy for unsuccessful change efforts (Reichers, Wanous, & Austin, 1997). Within the context psychological contract, it is belief d that when hope for changes do not occur, individuals experience disappointment, and perhaps, a feeling of a sense of betrayal by those responsible for the change (Wanous, Reichers, & Austin, 1994). Therefor when organizations witness successive failures in its change attempts, employees feel betrayed and disappointed, and adopts cynical and pessimistic attitudes towards future changes process in the organization. Anyone, therefore can become a cynic if confronted with repeated fail change attempts and provided with no credible explanation (Wanous, Reichers, & Austin, 1994). This type of cynicism therefore developed from attribution of fail change attempts to organizational leaders, and a learned response to future unsuccessful change attempts by organizational leaders. Employees being the organizations most important assets, their attitudinal reactions and responses are fundamental to successful implementation of change efforts. Cynicism therefore becomes a *"self-fulfilling prophecy",* in that, it as a demotivation for employees to consciously get involved in future change efforts, thus ensuring their failure (Reichers, Wanous, & Austin, 1997).

3.3.4 Occupational Cynicism

This form of cynicism is also known in literature as work cynicism or vocational cynicism. Undeniably, stressful interactions with clients in certain service occupations and human services

institutions leaves workers emotionally overextended and physically drained (Abraham, 2000), which ultimately results in workers withdrawing and distancing from the customers and clients, and also from the job in general. For example, in his pioneering studies of occupational cynicism in the Police Service, Niederhoffer, (1967) examined the origin of police cynicism as a bye-product of the anomie in social structure and its associated consequences, and originating from factors such as role ambiguities and conflicting pressure regarding the professionalization of police work (Dean, Brandes, & Dharwadkar, 1998). In the helping and human service professions e.g., Nursing and Medical practitioners, Police Service, encounters rude, naughty and uncooperative clients, with incompetence and failure often exaggerated (Abraham, 2000). Work cynicism thus becomes a strategy for coping for frustrated and demoralized employees, and low self-esteem, causing individuals to withdraw or distance themselves from clients and the organization as whole (Abraham, 2000). It worth mentioning that, work cynicism has been discussed in literature as one of the consequent responses of burnout, e.g. is the work of Maslach, Schaufeli, & Leiter, (2001); Maslach & Jackson, (1981); Eryesil & Öztürk, (2016). Accordingly, the three key dimensions of burnout responses as discussed by these researchers are an "overwhelming and chronic exhaustion, feelings of cynicism and detachment from the job, and a sense of ineffectiveness/lack of accomplishment" (Maslach, Schaufeli, & Leiter, (2001), (page 399). The cynicism (or depersonalization) component represents the interpersonal context dimension of burnout (Maslach, Schaufeli, & Leiter, 2001). Burnout is "essentially a psychological syndrome involving chronic emotional and interpersonal stressors that individuals' experience at work" – which then dictates and directs their attitudinal responses towards their work, organizations, co-workers/clients and other work place objects (Joan Rogers, 1987). The mere feelings of incompetence, dejection and lack of appreciation of ones work efforts in the

wake of over demanding work schedule and intolerant customer/client environment, creates psychological strains and stress on workers. This results to conditions of dehumanization and depersonalization (cynicism), where workers lose their sense of empathy and a cold disconnection of self from the feelings, emotions and sensibilities of consumers/clients (Abraham, 2000).

2.3.5 Employee Cynicism

As noted by Anderson, (1996) and Anderson & Bateman, (1997), this type of cynicism is targeted at top organizational leadership, the organizational in general and other work place objects. Accordingly, within this approach, cynical employees are noteworthy for their negative feelings of contempt, frustrations, disillusion and hopelessness towards these targets (Dean, Brandes, & Dharwadkar, 1998). Cynicism within this approach is cynicism is defined as "general and specific attitude, characterized by frustration and disillusionment, as well negative feelings towards, and distrust of a person, group, social convention or institution" Anderson & Bateman, (1997) *(*page 450*)*. Within the context of psychological contract, employees feel a sense of betrayal when senior executives reward themselves with huge salaries and compensations relative to the typical employee, and against the implicit promise of fairness, equity and impartiality that characterize the contract process. Again, contract violation of procedural nature occurs when the organization uses unfair procedures in the determination of outcomes such as promotions, study leave, salaries, allowances and other rewards; and when supervisors yearn for individual credit and recognition, and down play employees work efforts (Abraham, 2000). This may trigger feelings of betrayal, injustices, inequities and unfairness by employees, and may result to development of cynical attitudes specifically targeting organizational leaders, and the organization in general (Abraham, 2000). This is especially serious when these perceptions

prevail during a period of poor organizational performance, and lack of accountability by organizational top management/leadership. With their implicit sense of alienation and hopelessness, Cynics in contemporary times can undermine the authority of organizational leadership and the practices they support, and the institution as a whole (Anderson ,1996).

Table 2.1: Comparative Analysis of Various Forms of Cynicism Studies

"Facet of Analyisis	Personality Approaches	Social or Institutional Focus	Occupational Cynicism	Employee Cynicism	Organizational Change Focus Cynicism
Representativ ie Construct	Hostility, (Cook &Medley (1958)	Cyncism, Kanter and Mirvis (1989)	Work cynicism, Neiderhoffer, (1967); O'Connell, Holdzman & Armandi, (1968)	Emplyee Cynicism: Anderson, (1996), Anderson &Bateman (1997)	Cynicism about organizational change: (Reichers, Wanous, & Austin, 1997); Vance Brooks & Tesluk, (1996); (Wanous, Reichers, & Austin, 1994)
Focus of Conceptt	Negative perception of and hostility towards others	Unmet expectation of society, institutions or other authorities	Ones occupation (specifically, police work)	Business organization executive, and other work place objects	Organizational change efforts
Definitions		Individuals with high scores have little confidence in their fellowman…	Cynicism requires 1). Formation of unrealistically high expectation	Disparaging mistrust towards the service of the people and	A generalized and specific attitudes that is characterized by

		see people as dishones, unsocia, immoral, ugly and mean, (Cook & Medley, 1954)	about ones self, or other generalize to expectation society, institutions, authorities and the future. 2). Experience of disappointmen in one self and others.3) feeling of disillusion and betrayal of oneself or others, Holdzman & Armandi, (1968)	emforcement of the law. Lost respect/pride for ones job	frustration, hopelessness and disillusionment, as well contempt and distrust of business organization executives and other work place objects.
Theoretical Predecessor	Minnesota Multiphasic Personality Inventory (MMPI)	Expectency-like	Neiderhoffer, (1967)	Attitude-like; Psychological ContractViolatio n	Expectancy, Vroom, (1967) and attribution, Jones & Davis, (1965)

Source: An extract from Facet Analysis of Cynicism Studies, (Dean, Brandes, &

Dharwadkar, 1998)" page 343

2.4 New Conceptualization of Organizational Cynicism

As conceived earlier, the definition of organizational cynicism has eluded researchers, as myriad

of definitions of the construct has been proffered by scholars across many disciplines. However,

in order to synthesize the various definitions, and to put organizational cynicism on a well-

grounded conceptual and theoretical footing, Dean, Brandes, & Dharwadkar, (1998) proposed a tripartite notion of organizational cynicism that has gained considerable popularity in literature in cynicism studies in recent times, and for which reason has been adopted as operational definition for the current study. Accordingly, they defined organizational cynicism as "negative attitudes towards ones employing organization comprising of three dimensions; 1). The belief that the organization lacks integrity, 2). Negative affect towards the organization, 3) tendencies to disparaging and critical behaviours towards the organization that are consistent with those beliefs and affects" Dean, Brandes, & Dharwadkar, (1998), (page 345). Undoubtedly, their definition presents a more detailed, multi-faceted and multi-dimensional view of organizational cynicism, clearly highlighting the tripartite components of *belief*, *affects* and *behavioural* tendencies that characterize research in attitude theory. These components, conceptually, and characteristically, distinguishes organizational cynicism from the earlier conceptions of cynicism in literature. These three components are discussed below;

2.4.1 Belief

The first dimension of organizational cynicism as defined by Dean, Brandes, & Dharwadkar, (1998) is the belief that their organization and/or its leaders lacks integrity. Organizational Cynics belief that selfishness and lack of integrity is the hallmark of leaders in organization. The Oxford English Dictionary (OED) of 2018 (online edition) defined integrity as "soundness of moral principle; the character of uncorrupted virtue, especially in relation to truth and fair dealings; uprightness, honesty and sincerity". Juxtaposing this with the definition of cynicism as "a disposition to disbelief in the sincerity or goodness of human motives and actions" (OED, 2018) suffices to say that, suspicion of people's integrity is the primary belief of cynics. Organizational cynics belief that the practices of their organization points to lack of such

principles as fairness, honesty, trustworthiness' and sincerity (Eryesil & Öztürk, 2016). Accordingly, they belief that these principles afore-mentioned are often sacrificed by leaders for expediency (Dean, Brandes, & Dharwadkar, 1998), and that, opportunism and unethical behaviour are the order of the day in their organizations (Anderson & Bateman, 1997; Abraham, 2000). Cynics also belief that there is often interior motives for actions, and the choice of organizational policy directions and goals are based primarily, on parochial interest of organizational leadership (Abraham, 2000; Bedeian, 2007). Thought cynics complies and accepts organizational policies as they are, they belief that these policies are driven by self-seeking individuals, and/or organizational leadership.

2.4.2 Affect

This dimension stretches beyond beliefs and value judgment of organizations and its leadership to include powerful emotional reactions such as scorn, sarcasm and contempt for the organization. Organizational cynics may also experience anger, distress, disgust, disillusionment and even shame when they think or remembers about their organization (Eryesil & Öztürk, 2016; 1996; Atalay & Ozler, 2011). Thus, apart from holding certain beliefs and judgments about organizations, organizational cynics also experience a set of related emotions (Dean, Brandes, & Dharwadkar, 1998) consistent with their beliefs.

2.4.3 Behaviour

The last dimension of organizational cynicism according Dean, Brandes, & Dharwadkar, (1998), is tendencies of exhibiting negative, critical, humiliating and disparaging behaviours. The behavioural tendencies are often an expression of pessimistic prediction and interpretations of organizational policies and humiliating attitudes towards organizations and/or its leaders.

Consistent with literature on ancient philosophical cynics, the most obvious behavioural tendencies of employees with cynical attitude are the expression of sarcastic humour and various forms of criticisms of the organization, such as clear statements on organizations/leaders lack of honesty and sincerity (Abraham, 2000; Beheiri, Ahmed, & ElDin Aboul-Ela, 2018). Also, implicit and non-verbal behaviours such as "knowing looks" and "rolling eyes" as well "smirks and sneers", which is long known characteristic of cynics may be used to convey cynical attitudes (Dean, Brandes, & Dharwadkar, 1998).

2.4.4 Advantages of the New Conceptualization

Dean, Brandes, & Dharwadkar, (1998) conceptualization of cynicism is distinctively valuable from prior conceptualizations in a number of ways. Firstly, the conceptualization makes it apparently clear that organizational cynicism is circumstantial attitude, rather than stable personality trait. This implies that cynicism is a leaned response to a specific organizational experience that is likely to change over time in organization, based on changes in individual's experiences and other situational cues (Dean, Brandes, & Dharwadkar, 1998).

Secondly, unlike early research in cynicism (e.g. Niederhoffer, 1967) that limits the scope of cynicism to only a particular profession (Police Service), the present conceptualization re-echoes the fact that cynicism is not a monopoly of any specific type of occupation, but rather observable in broad range of occupations or professions.

Thirdly, by introducing affect and behavioural dimension in the definition of cynicism, the construct has become theoretically and conceptually enriched, as compared to prior conceptualization that dwell rather primarily on cognitive dimension (Dean, Brandes, & Dharwadkar, 1998).

2.5 Causes of Organizational Cynicism

Workplaces are essentially societal in nature, comprising of people with diverse psychological and physiological characteristics. Such differences in personality characteristics and background, coupled with organization internal and external environmental forces, mirrors the differences in work attitudes among employees in organizations. As observed by Kanter & Mirvis, (1989; 2006), cynicism can be smelled everywhere, and cynical provokers are common in contemporary organizations. Accordingly, cynical attitudes are developed by employees in organizations with cynical outlook (Kanter & Mirvis, 2006). That is to say that, cynical attitudes develop when the organizational internal factors provide a fertile ground for cynics and cynicism to breed; albeit Kanter & Mirvis admitted that not all employees become cynical, despite the existence of cynical provokers. These instigators and provokers of cynical reactions are at every turn in contemporary organizations (Kanter & Mirvis, 1989). Some of these factors as identified in literature are discussed below;

2.5.1 Disparities and High Executives Compensations

The issue of top executive compensation has been extensively researched globally over the last half a century (Rau, 2015). It became more topical issue among scholars over the last two decades, as the number of articles on the topic is said to have exponentially increased since 1991 (Rau, 2015). One predictor of cynicism in organizations is when there is noticeable high level of disparities in the salary structure and conditions of service between top executives and middle level, as well as lower level employees (Anderson & Bateman, 1997). Perceptions of high disparities in employee's compensation is rampant in public Universities in Ghana in particular, and Ghana's Public Sector in General. In spite of its implementation imperfections, the Single Spine Salary Scheme was introduced in 2010 by the Government of Ghana as a policy measure

of streamlining and reducing the iniquities in employee's compensations and its adverse effects on productivity in the Public Sector. Perceptively, middle level employees and frontline workers in the public sector are unhappy, and at the same time disappointed over the soaring executive pay, and widening gap in the conditions of service of top organizational leader's *vis-a-vis* middle level or frontline workers. These perceptions of unhappiness and disillusionment are prevalent in public Universities in particular, where Universities top management are perceived to enjoy high levels of compensations vis-à-vis frontline middle level employees, especially Teaching staff who contribute directly to productivity. Perceptions of high executives' pay and compensations has the tendency of promoting anti-corporate and anti-management sentiments among employees in public organizations (Anderson & Bateman, 1997). Kanter & Mirvis, (1989) for example, observed that many of the anti-corporate and anti-leadership sentiments have spread through the American society because of employee's perception of managerial unfairness, injustices and misappropriation of corporate funds. Certainly, corporate top executives in the public sector are increasingly becoming epitome of injustice and unfairness in the eyes of ordinary employees (Anderson & Bateman, 1997), as executive compensations keep soaring. Undeniably, the image of organizations and its management remains inseparable intertwined, and bad perception of management may affect the organizations reputation (Sutton & Callahan, 1987). Accordingly, perceptions of high executive compensations may deepen perceptions of fairness, injustices and trust issues among employees, and may results to anti-corporate and anti-leadership sentiments in organizations. In the light of this, Anderson & Bateman, (1997) tested a hypothesis that *high levels of executives' compensation will lead to significantly high levels of cynicism than modest levels of executive's compensations.*

2.5.2 Poor organizational performance

As conceived earlier, the image of organization and its leadership are complimentarily linked together. Thus, poor organizational performance can bring the image of leadership into disrepute, especially in the era of poor financial performance, fatal accidents, massive decline in productivity, and consistent failure in meeting profit targets (Sutton & Callahan, 1987). Accordingly, these researchers observed that poor organizational performance provokes attitudinal reactions from employees, including disengagement and denigrating the organization and its leadership as well. Top executives of public organizations, including PUs may bear the brunt of public dissatisfaction, and employee's disgruntlement when there is clear evidence of declining standard in the operations of these institutions. Thus, poor organizational performance can provoke disparaging behaviours of employees towards organization and/or top management.

2.5.3 Perceptions of Organizational Justice

Perceptions of fairness and justice has long been predicted to affect employee's attitudes and behaviours at the work place by researchers. Thus, researchers since the 1960s and 70s, have devoted considerable time and energy in testing hypothesis about the effect of fairness of pay and other work related reward systems on employee's attitudes and behaviours (Greenberg, 1987). Generally, organizational justice refers to employees' subjective perception of fairness and justice dispensation in organization. It refers to how employees' perceived organizational operational policy procedures, interactions and distribution of resources as fair or otherwise (Eryesil & Öztürk, 2016). . In their survey, Shaharruddin, Ahmad, & MuhaizamMusa, (2016) identified procedural justice as the strongest organizational justice dimensions that negatively influences organizational cynicism levels. This is consistent with prior research findings such as (Özturk, Eryesil, & Beduk, 2016; Hochwarter, James, Johnson, & Ferris, 2004; Bashir, 2011)

which established some link in one way or the other, between organizational justice and organizational cynicism levels of employees. Employees may develop cynical attitudes if there is high level of perception of unfairness in distribution of organization gains and resources in the organization. Procedure wise, employees may develop cynical attitude if they perceive organizational policy procedures in determining payment of wages, promotions and other rewards as an unfair and unjust.

2.5.4 Perceived Lack of Organizational Support

Consistent with Blau, (1960) social exchange theory and rule of norm of reciprocity, employees attitude towards the organization and its leadership can be affected if there is a general belief that their contribution is not valued or appreciated, or organizational leaders do not care about their wellbeing (James, 2005). Generally, high level of organizational support (moral, technical, logistics etc) may lead to obligation to repay by employees, which may consequentially lead to mutual and beneficial exchanges between employees and the organization. When employees feels that they have not been favourably treated or adequately supported in their engagements with the organization, they may develop negative attitudes towards the organization and/or its leaders, and this may damage the exchange relationship between the employees and the organization (James, 2005). Byrne & Hochwater, (2008), in their survey concluded that employees with high levels of organizational cynicism will hold negative feelings about perceptions of organizational support (POS).

2.5.5 Work force Reduction and harsh lay-off

In the current interdependent and globalized business environment, the increasing turbulence, fluctuations and uncertainties of the market environment have forced business executive to adopt

surviving strategies or measures in order to remain relevant and competitive in the market. Such measure often include cost cutting and workforce reduction (lay off) and often results to a situation of panic insecurity and instability among surviving workforce, particularly those with low seniority or performance (Anderson & Bateman, 1997). In the past decades, widespread layoff have caused unparalleled levels of mistrust, contempt and frustration in organizations, (Brandes, et al., 2008). Survivors of harsh layoff may feel insecure and panic, and may developed defensive behavioural attitudes such as suspicion and lack of trust of management actions (Anderson & Bateman, 1997). Cynicism thus develops when employees' feels insecure in their work environment. They may feel that their organization and/or its leadership are not dependable, lacks integrity and are not to be trusted (Dean, Brandes, & Dharwadkar, 1998).

2.6 Consequences of Organizational Cynicism

Specifically, and as noted by Bedeian, (2007), literature on the consequences of organizational cynicism in university institutions are rather sparse. In his survey to gain an insight into the effects of cynicism on the educational missions and professional lives of employees of some US Universities employees, Bedeian, (2007), presented a conceptual scheme highlighting the effects of cynicism in the university academic arena as shown in figure 1 below:

Figure 2.1: Cause Effects of Organizational Cynicism
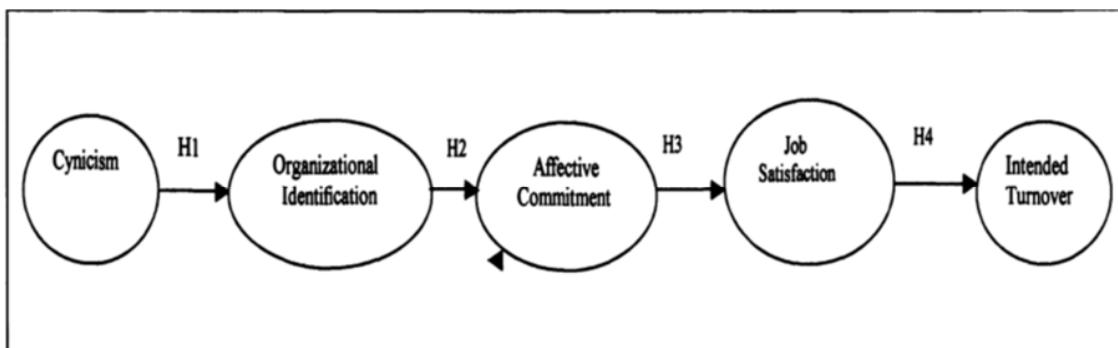
Source: Bedeian, (2007)

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Accordingly, the schemed depicts a causal sequence in which cynicism has a direct effect on organizational identification, affective commitment. Affective commitment, satisfaction and turnover intentions of employees respectively. It is worth noting however, that, variables depicted by the scheme as outcome of cynicism is only in specific reference to the academic arena, and not a generalized situation (Bedeian, 2007). Generally, literature on organizational cynicism outcomes are discussed below;

2.6.1 Employee Commitment and Organizational Cynicism

Research findings on the outcomes and consequences of organizational cynicism have been widely reported globally and across diverse disciplines and professions. A myriad of negative work attitudinal outcomes associated with organizational cynicism have been reported. For example, and as conceived earlier in this study, organizational cynicism have been reported by many finding to affect employees commitment in organizations in many ways (e.g. Anderson & Bateman, 1997; Baig, et al., 2016; Mijani & Rahbar, 2016; Mohamed Aly, Ghanem, & El-Shanawany, 2016; Yasin & Khalid, 2015; Abraham, 2000; Nafei W. , 2013), and (Wilkins, Butt, & Annabi, 2017; Baig, et al., 2016; Bedeian, 2007; Mousa, 2017; Polat & Gungor, 2014) specifically reported diverse findings of the effects of cynicism on commitment of teachers in educational institutions.

2.6.2 Organizational Cynicism and job Satisfaction

Findings by Bedeian, (2007) reveals that, Universities that experience high levels of cynicism among its faculty members can expect, among other things, a diminishing job satisfaction of its employees. Organizational cynicism has also been found to negatively relates to employees job satisfaction in diverse occupations and professions in organizations by many research findings

(e.g. Anderson & Bateman, 1997; Mijani & Rahbar, 2016; Srivastava & Adams, 2011;Abraham, 2000; Baig, et al., 2016; Bashir, 2011; James, 2005; Wanous, Reichers, & Austin, 1994); Hochwarter, James, Johnson, & Ferris, 2004; Manzoor, Usman M., Naseem, & Shafiq, 2013; Yim & Moses, 2016; Polat & Gungor, 2014).

2.6.3 Organizational Cynicism and Burnout

The relationship between employee burnout and employee cynicism has also been established by some research findings. Burnout specifically refers to the individual stress experience and exhaustion within the context of complex social relationship with customers and employers at work (Maslach, Schaufeli, & Leiter, 2001). Within the human service professions for example, the stressful demands of the work can exhaust a employee emotionally, and the propensity to kill their passion to be involved with, and be responsive to the needs and demands of clients and the organization as a whole. Accordingly, depersonalization (cynicism) has been identified as one of the components of burnout by Maslach, Schaufeli, & Leiter, (2001). Findings of Eryesil & Öztürk, (2016) also established a significant association between employee cynicism and burnout in the health sector, consistent with Atalay & Ozler, (2011) findings on cynicism and burnout on employees in the health sector, as well as khigbe & Gail, (2017) work on employees in the banking sector. More so, in their survey of exploring the relations between student cynicism and burnout, concluded that student cynicism in its overall nature is highly linked with burnout, and also had the strongest relationship with reduced sense of personal achievement among undergraduate students in Chinese Universities.

2.6.4 Organizational Cynicism and Organization Citizenship Behaviours (OCB)

Many research findings also revealed that organizational cynicism impacts negatively on organizational citizenship behaviour (OCB) of employees. OCBs are non-binding extra role activities that are neither sanctioned nor formally compensated by the organization (Smith, Organ, & Near, 1983). They are constructive or cooperative gestures that are neither demanded by an employee's formally assigned role, nor rewarded by the organizational formal reward systems (Anderson & Bateman, 1997). Performing extra role activity (OCB) has been established by some research findings e.g. (Alotaibi, 2001) as a function of employees' justice perception and trust of organization and its leadership. Thus, employees are likely to perform OCBs if organizational leaders are perceived as trust worthy, and capable of meeting their expectations (Anderson & Bateman, 1997). Accordingly, cynicism is conceived as an attitude of distrust and belief of lack of integrity of leaders (Dean, Brandes, & Dharwadkar, 1998), and thus, was found to negatively relate to employees intention to perform OCBs by Anderson & Bateman, (1997).

2.6.5 Organizational Cynicism and Employees Intention to Leave

Again, organizational cynicism is also found to impact on employee's intention to leave the organization (turnover intension) by some research findings. In the competitive global business environment, keeping and retaining the most skilled and competent workforce is a primary goal of most organizations. However, cynical employees, disillusioned and frustrated by leaders dishonesty and lack of integrity, may developed/form an intention to quit the organization; consistent with a host of findings that reported organizational cynicism as having a direct relationship with employees intention to quit (e.g. Abugre, 2017; Peter & Chima, 2018; Beheiri, Ahmed, & ElDin Aboul-Ela, 2018; Mohamed Aly, Ghanem, & El-Shanawany, 2016; Bedeian,

2007). In the private banking sector, Khan, (2014) also observed that organizational cynicism has a direct effects on employees turn over intentions.

2.6.6 Organizational Cynicism and Alienation

Employees are said to be alienated when they faced consistent hopelessness, isolation and decrease adaptation to social and cultural organization work milieu. In the words of Robert Blauner (1964), cited by Yildiz & Saylıkay, (2013*), "alienation in work life is expressed in four dimensions as powerlessness, meaninglessness, self-estrangement and isolation*". In their survey to establish the association between organizational cynicism and some variables in public schools in Turkey, Polat & Gungor, (2014) found that perceptions of organizational change cynicism, among other variables, is related to alienation. This is consistent with other research findings such as Yildiz & Saylıkay, (2013).

2.7. Meaning and significance of cynical Attitudes of Employees in Organizations

Undeniably, there are innumerable, yet divergent scholarship perspectives on the meaning and significance of cynicism in organizations. Interestingly, much of the literature are seemingly slanted towards managerial orientation, that perceived cynicism as some sort of psychological monster or defect that needs to be arrested or corrected if organizations are to succeed (Fleming & Spicer, 2003). For example, scholarly research findings such as Kanter & Mirvis, 1989; Anderson & Bateman, 1997; Johnson & O'Leary-Kelly, 2003; James, 2005 have all perceived organizational cynicism a retrogressive force to organizational success and development. In the contemporary work relations, where employers expect more from their employees, and provides little in return beyond the job and employability, it is predictable that employees may respond in sense-making ways towards these workplace changes and dynamics (Naus, Van Iterson, & Roe,

2007). Expanding the Hirtchman 1970 and Farrell, 1983 "*exit, voice, loyalty and neglect*" theories of employee's adverse responses to workplace conditions, Naus, Van Iterson, & Roe, (2007), posited that, cynicism is also used by employees in response to workplace adverse and undesirable circumstances. Generally, employees don't consciously decide to become cynical or pessimistic, these attitudes result from a repertoire of experiences, sustained overtime because they serve useful purposes (Reichers, Wanous, & Austin, 1997). From a more humanistic perspective, some scholars have interpreted cynicism as a defence mechanism, and a way of averting corporate colonization of identity (Fleming & Spicer, 2003).

Again, as a learned response to unsuccessful attempt at change, cynicism is also used by employees in organizations as a protection from the feelings of emotional pains (Wanous, Reichers, & Austin, 1994; Kanter & Mirvis, 1989). More so, it is also use as a protection against managerial oppressions and other claustrophobic work situations, as well as provides inner free space for workers with limited powers and alternatives (Fleming & Spicer, 2003). Again, cynicism also provides justification for rumour-mongering (Kanter & Mirvis, 2006), and provide a platform for employees to fill the information gap, and expressively voice their pessimism for failed change efforts by organizational leadership. Accordingly, and in the words of Wanous, Reichers, & Austin, (1994) "cynicism also serves as a perceptual screen through which ambiguous events can be interpreted so as to maintain consistency between beliefs and perceptions of reality"

2.8 Organizational Commitment and Organizational Cynicism Research

Undeniably, HEIs are labour intensive, and strong organizational performance and success requires strong commitment and support from employees (Wilkins, Butt, & Annabi, 2017).

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Employee's commitment is therefore an important determinant of the successes or failures of organizations. Indeed, organizations need more involved and committed workforce in order to succeed in the competitive global economy. (Kanter & Mirvis, 1989). Research in employee commitment has received increased interest and attention in the social sciences and industrial psychology in the recent years. Such heightened interest has resulted in the explication of the construct, both conceptually, empirically and theoretically (Mowday, Steers, & Porter, 1979). Notwithstanding the considerable variations in the approaches to organizational commitment in literature, certain peculiar characteristics are conspicuously ubiquitous among all the approaches. Of particular noticeable trend discussed in literature is the attitudinal and behavioural approaches (e.g. Mowday, Steers, & Porter, 1979; Meyer & Allen, 1991). Distinctively, attitudinal commitment refers to situation whereby an individual identity is linked with the organization and its values and goals, and desires to maintain his/her membership with the organization for the purpose of facilitating and pursuing these goals and values. In other words, attitudinal commitment represents a situation where the identity of an individual is linked to particular organization, such they share common goals (Mowday, Steers, & Porter, 1979). On the other hand, and as conceived by Mowday, Steers, & Porter, (1979), behavioural commitment represents a situation where the individual in bounded or locked in a particular organization. It refers to overt display of loyalty to particular organization, even in situations of unlimited alternative exit leeway (Mowday, Steers, & Porter, 1979).

Clearly, organizational commitment has been defined by Mowday, Steers, & Porter, (1979) as "*the relative strength of an individual identification with, and involvement in a particular organization*". This, according to these researchers, can be characterized by at least three related factors – "1) a strong conviction to accept the goals and values of these organizations, 2) a

willingness to sacrifice and put up much effort for and behalf of the organization, 3) a clear passion to maintain alliance and membership with the organization" (page 226). Accordingly, the boundaries of commitment in the light of the above, transcends a mere passive loyalty, to include active relationship with the organization, as well as the individual willingness to give something of themselves in order to enhance the image and wellbeing of the organizations (Mowday, Steers, & Porter, 1979). It is worth noting that, regardless of an individual social, political or familial commitment, organizational committed people will tend to exhibit these three set of behaviours as identified by Mowday, Steers, & Porter, (1979).

Again, Meyer & Allen, (1991) developed a three-component model of organizational commitment, which has gained considerable popularity in commitment research over the years. These components, according to theses researchers are; affective, continuance and normative commitment. Characteristically, these components provides a reminiscent of the view that, commitment is a psychological in nature that embodies the employee relationship with the organization, and which further dictates his decision as to whether to continue or to discontinue membership with the organization (Meyer & Allen, 1991). Affective commitment according to Meyer & Allen, (1991), refers "*to employee's emotional attachment to, identification with, and involvement in the organization*". Accordingly, employees with strong effective commitment are more likely to continue employment with the organization willingly and voluntarily. Continuance commitment on the other hand refers involuntary loyalty due to an awareness of the cost involve in leaving the organization, and lastly, normative commitment reflects a feeling of obligation to continue employment.

More so, Becker (1960) "*side bets theory*" of commitment also provides useful contribution in literature to the conceptual explanation of employee commitment, with the inclusion of both organization internal and external environmental variables/factors. According to Becker's theory, the more one invests his or her time, energy, skill and other personal assets in the organization, the more it increases one cost of leaving, and hence it is natural to envisage more personal commitment on the part of the individual to an organization as time goes by (cited by Baba & Jamal, 1970). For Becker, (1960), *"commitment comes into being when a person, by making a side bet, links extraneous interest with consistent line of activity"* (page 32) -- people do not switch jobs and organizations intermittently (Baba & Jamal, 1970), Becker suggested development of other extraneous interest unrelated to their employment, as possible motivators for continuous commitment to organizations. The development of such interest, increases one's costs of separation and render other alternatives to leave unattractive. Accordingly, such interest developed overtime, could be in the realm of personal values, occupational factors or other social and economic background considerations (Baba & Jamal, 1970). For example, a person (e.g. From Southern Ghana) is offered an appointment at the Wa Campus of UDS. As the person continues to work with the University and for that matter lives in the Upper West region of Ghana, overtime, he would have established some social, cultural or occupational bonding or interest that are hitherto unrelated to his engagement with the University. Such factors for example, might include; low cost of living in the North, traffic free environment, cost of relocating to the South, desire for professional long service promotions etc., which increases his/her chances of commitment to stay with the organization, as well as making similar job offers in the South unattractive. By his action, according to side bet theory, "he has staked something of value to him, something originally unrelated to his present line of action, on being consistent in

his present behaviour" (Becker, 1960). Clearly, side bets are outcome of individual's engagements with social organizations (Becker, 1960).

Over the years, there have been extensive, but diverse research findings by scholars on the relationship between organizational cynicism and organizational commitments in a wide range of disciplines, professions and sectors globally. This is partly because the connection between employee commitment and productivity has long been established, and thus, employee adverse attitudinal behaviours such as cynicism, which has the tendency of impacting on employee commitment and hence productivity has been a major concentration for industrialist, organizational leaders and researchers as well. For example, in a survey to elucidate the effects of organizational cynicism on organizational commitment among three employee categories (Nurses, Physicians and Administrative Staff) of teaching hospitals in Egypt, and to examine attitude of employees with respect or organizational cynicism and commitment, Nafei & Kaifi, (2013), showed a statistically significant associations in all the dimensions of organizational cynicism (the cognitive affective and the behavioural dimensions) and organizational commitment at Teaching Hospitals in Egypt.

In a related survey, Mousa, (2017) findings revealed that all organizational cynicism dimensions had a negative correlation with teachers' affective commitment in public primary education in Egypt, and the affective component of cynicism was discovered to have the strongest cultural effect on teachers' affective commitment. Their findings also revealed that all organizational cynicism dimensions (affect, cognitive and behavioural) have a negative correlation with continuance commitment, as well as negative correlation with teachers' normative commitment.

Again, Findings of Helvaci & Kiliçoğlu, (2018) also established a significant correlation between organizational cynicism and organizational commitment levels of elementary school teachers in Turkey. Similarly, in their recent study Akbas, Durak, Cetin, & Karkin, (2018) findings also established that organizational support negatively affects emotional burnout of administrative support staff of Universities in Turkey with organizational cynicism as a mediating factor.

More so, results from their survey of employees at managerial positions in different companies in Lahore (Pakistan), Yasin & Khalid, 2015 reported that all the dimensions of organizational cynicism (affective, cognitive and behavioural) had a significant negative relationship with organizational commitment and work-related quality of life. Relatedly, organizational change cynicism was also found to negatively correlate with organizational commitment and job satisfactions by Wanous, Reichers, & Austin, (1994).

In his structural model, organizational cynicism was found to negatively predict a host of adverse employee's attitudes of US based university employees, including diminishing commitment. This finding is consistent with Abraham, (2000) findings that, organizational cynicisms is negatively associated with commitment of employees in several professions in the US. In spite of the extensive research on the relationship between organizational cynicism and employee's commitment across diverse countries, sectors and professions globally, there is no known research findings on how organizational cynicism can possibly impact on employee's commitment in public university in northern Ghana in particular, and Ghana's public sector as a whole. The current study intends to fill the knowledge gab organizational cynicism research in Ghana.

2.9 Job Satisfaction and Organizational Cynicism Research

Generally, public sector employees provide public goods and services, and are often remunerated by the central government. Prior research on employees in public organizations job satisfaction revealed mixed findings, albeit majority of the findings (e.g. Baldwin & Farley, 1991; Steel & Warner, 1990) indicates that public employees are generally less satisfied with their job relative to their private sector counterparts. Purportedly, one cause of these variation in dissatisfaction is that, whiles public sector organizations have operational mandates that supposedly provides platform for employees to grow and function professionally, the operational structure of these organizations are bedevilled by bureaucracy, conflict and expediency, which obstructs employees from the realization of these opportunities and capabilities (Wright & Davis, 2003). In the global competitive business environment, public organizations now seek to prioritise employee's satisfaction in order to maximize their potentials, and to retain their most experience employees. Employee satisfaction therefore remains an important factor in performance of public organization.

For a very long time now and starting with Federick W. Taylor (founder of Scientific Management), industrialist and organizational psychologist have tried over-time, to uncover and understand employee work attitudes, including motivation and job satisfaction (Locke & Lathan, 1990). Though job satisfaction has long and widely been studied, there remains divergent perspectives on the definition of job satisfaction among scholars on what really constitute the construct. It is the most widely studied construct, and yet remains elusive among scholars in organizational management sciences. (Macdonald & Maclntyre, 1997). In order to elucidate its meaning as used in organizational setting, it is imperative to delineate job satisfaction from similar constructs, such as employee's morale, which are closely related, but distinctively

different. Job satisfaction, as Locke (1976) distinguished, differs from employee morale in two ways. Firstly, "*job satisfaction points to a single individual and his/her job situation*". In other words, it is an individual reaction to his/her job situation. Employee morale on the other hand "focuses more on how an employee relates to a sense of common (or group) purpose within an organization". Secondly, "job satisfaction more appropriately addresses both past and presents situations, while morale addresses feelings about the future" (page 2).

Scholarly definitions of job satisfaction abound in literature. However, Edwin A. Locke (1976) "*Range of Affect Theory*" is by far, the most prominent job satisfaction model in literature (Macdonald & MacIntyre, 1997). The theory is premised on the fact that, "*satisfaction is determine by discrepancy between what one wants in the job and what one has in a job*". In other words, the theory assumes that satisfaction or dissatisfaction of one's job is defined by the vacuum between expectation of wants/needs and the current job realities at hand.

Accordingly, Locke (1976) defined job satisfaction as "*plausible or positive emotional state resulting from appraisal of one's job or job experience*". Further, job satisfaction results from employee's attainment of values that are consistent with their goals (Locke, 1976). It represents a reciprocal interaction between employees and their work environment by measuring the compatibility between what employees want from their job and what they feel they receive (Wright & Davis, 2003).

In a more simplistic terms, job satisfaction is the extent to which an employee is happy with his or her work, expressed in terms of fulfilment of career goals as well as physical and psychological needs. Luthans (2011) posited three important dimensions of job satisfaction as follows; "a) it is an emotional response to a job situation, and thus cannot be seen, it can only be

inferred; b) is often determined by how well outcome meet or exceed expectations; and lastly c) it represents several related attitudes which are most important characteristics of a job about which people have effective response*" (*page 141). Further, Locke, (1976) catalogued some essential components which are vital for an employee job satisfaction. Accordingly, these values or conditions are: *"*1) Mentally challenging work with which the individual can cope successfully, 2) personal interest in the work itself, 3) work which is not too physically tiring, 4) rewards for performance which are just, informative, and in line with the individual's personal aspirations, 5) working conditions which are compatible with the individual's physical needs and which facilitate the accomplishment of his work goals, 6) high self-esteem on the part of the employee, 7) agents in the workplace who help the employee to attain job values such as interesting work, pay, and promotions, whose basic values are similar to his own, and who minimize role conflict and ambiguity*"* (Locke, 1976) *(*page 1291)

Generally, two main approaches of measurement of job satisfaction exist in literature. (Macdonald & Maclntyre, 1997; Wright & Davis, 2003); viz., the one that examines the various facets of job satisfaction on one hand, and the one that examines satisfaction on the general (overall) level. The facet approach specifically, refers to the propensity of an employee to be more or less satisfied with a job (Suma & Lesha, 2013). It measures specific dimension of the job considered most important/relevant, taking into consideration organizational micro environmental factors. The facet approach arguably, is the most widely used approach in literature, and many researchers (e.g. Bell & Weaver, 1983; Spectoe, P.E 1985; Smith, Kendall & Hulin, 1969; Gregson, 1990 ; Yuzuk, 1961; Macdonald & Maclntyre, 1997) have developed scales in line with this measurement approach over the years. Accordingly, job characteristics such as supervision, pay, working conditions and relationships with co-workers, promotions have

been identified by researchers as important components in measurement of job satisfaction (Macdonald & Maclntyre, 1997). The more general approach on the other hand, focus on the general or overall internal state of satisfaction or dissatisfaction of the individual (Suma & Lesha, 2013). Thus, it's more dispositional and specific to individuals, and attempt to examine levels of satisfaction irrespective of its origin (Macdonald & Maclntyre, 1997). Intrinsically, these approach attempts to measure satisfaction or otherwise regardless of the employee organizational environmental internal working conditions/factors.

Undeniably, job satisfaction of employees is found to be a vital ingredient necessary for organizational development. In spite of the limited alternative leeway for employees in the growing unemployed global economy, dissatisfied employees can act as saboteurs and retrogressive forces to achieving organizational goals and objectives. Be as it may, industrialist and organizational leaders as well in contemporary times have paid special attention to organizational factors that may lead to employee dissatisfaction. On this basis, the relationship between organizational cynicism and job satisfactions has been extensively studied by scholars globally. Prior research on job satisfaction in organizations reveals correlation with important work attitudes such as enhanced work performance, high level of employee motivation, reduced rates of absenteeism, intention to leave and burnout (Begley & Czajka, 1993) cited by (Suma & Lesha, 2013). Higher level of satisfaction can also increase employee's personal confidence and assertiveness, unearth their potentials and helps in achieving higher order values or self-actualized needs. Suma & Lesha, (2013) further observed that satisfied employees live happier, healthier and longer lives, as well as improved general wellbeing. For the organizational leaders, a more satisfied workforce, tacitly, may results to high productivity due to its associated pluses of reduced absenteeism, retention of its skilled staff and general workforce stability, as well as

reduced medical cost (Suma & Lesha, 2013), consistent with other finding such as Landis, Vick, & Novo, (2015).

Research on employee's job satisfaction in both public and private organizations have received its fair share of attention among scholars over the years. For example, a study of job stress and job satisfaction among Universities Faculty in Lahore, reveals that Universities Faculty members are generally satisfied with their job (Manzoor, Usman, Naseem, & Shafiq, 2013). Wright & Davis, (2003), also posited that organizational internal factors such as procedural constraints may have indirect effect on employee job satisfaction. Employee's job satisfaction may decline if organizational policies and procedures deviates from assigned performance objectives, or if there is ambiguity or uncertainty in employee's work roles/performance, especially in relation to how they contribute to mission of the organization (Wright & Davis, 2003).

Again, the link between work place attitudes such as cynicism and job satisfaction has long been established by a plethora of scholarly findings. Generally, cynical employees are likely to exhibit a myriad of negative attitudes of discontent, frustration and disillusionment, as well as mistrust towards colleague workers, organization leadership and other workplace objects. These negative evaluations undoubtedly, have the tendency of translating into other work place attitudes such as job dissatisfaction. Thus, organizational cynicism generally lowers employee's job satisfaction (Srivastava & Adams, 2011). Many prior findings on the link between job satisfaction and organizational cynicism reveals an inverse relationship between the two constructs (e.g.Wanous, Reichers, & Austin, 1994; Bashir, 2011; Locke & Lathan, Work 199; Abraham, 2000; Dean, Brandes, & Dharwadkar, 1998). For instance, in his survey of cynicism in public sector in organizations in Pakistan, Bashir, (2011) discovered a negative association between

organizational cynicism and job satisfaction of employees, which is consistent with Arabacı, (2010) findings that, organizational cynicism and depersonalization are negatively associated with job satisfaction of educational instructors in Turkey. Similar findings such as Srivastava & Adams, 2011; Nafei W. 2013 revealed also that, organizational cynicism has impacted negatively on job satisfaction, which impliedly means that cynicism lowers job satisfaction level of employees across diverse professions. Similarly, cynicism was also found to predict low level of job satisfaction of some practicing teachers, as the two constructs were found to be inversely related (Yim & Moses, 2016). Again, from a diverse population sample, Hochwarter, James, Johnson, & Ferris, 2004 attributed lower levels of job satisfaction and citizen behaviours to employees with high levels of trait cynicism and perceptions of politics. In a cause-effect research model, organizational cynicism was expected to predict host of adverse employee attitudinal outcomes of Universities in the US, including waning job satisfaction by (Bening, 2015), consistent the findings Abraham, (2000) of in his studies of diverse employees in the US. Based on the above findings, research in organizational cynicism and its possible effects on job satisfaction is foreign oriented, and hence with questionable generalizability to different social and cultural environment/context. The current study will explore organizational cynicism and the possible effects on job satisfaction of employees of educational institution in Northern Ghana.

2.10. Public Sector in Ghana

The concept of public sector became prominent since end of the Second World War, when to role of the state became more pronounced in the provision of welfare services (Ayee, 2008). A number of definitions of public sector can be proffered from literature. The Public Sector can be seen as a "group of institutions which have in common, some reliance on the powers of the state, from which they can justify their activities; and political belief which accords greater merit to

collective over individual action" (UN 1961, Thornhill, 1985) cited in (Ayee, 2008). An important characteristic of public sector is the invocation or conferring of powers of the state. By extension, the public sector is deemed to consist of all organization and institutional bodies, that are formally conferred with powers by the state either to provide public goods and services or to regulate and protect the socio-economic interest of the citizenry (Ayee, 2008).

In general terms, the public sector consists of all the state/governmental bodies, state funded agencies, enterprises, parastatals and other entities that deliver public goods and services.

Since the late 1950 and 1960s, the public sector has been the backbone of most African countries in promoting socio-economic development. Its basic function was to champion the welfare of people and to represent the interest of the citizenry by providing goods and services (Ayee, 2008). Huge capital investments were pumped into the public sector to lead to socio-economic transformation agenda of most African countries including Ghana, under the leadership of Dr. Kwame Nkrumah. Using 'the trickle down' economic model, it was envisaged that investment in the public sector would have flip-over effect on social and economic development of African countries.

The public sector still remains the dominant in the socio-economic development of contemporary Ghana. It remains the largest employer, and accounts for about 48% of the government wage bill (2018 budget statement). PUs in Ghana are part of Public Sector Educational Institutions (PSEI) that are established and funded by the Government of Ghana to provide higher education services to in a more accessible and cost-effective manner to the citizenry, and to play a lead role in innovative research services for accelerated national development. The University College of Gold Coast; now University of Ghana, was the first public university to be established by

colonial government in 1948 in Accra. The Kumasi College of Technology; now Kwame Nkrumah University of Science and Technology, was later established in 1952 as the second independent Public Sector University (PSU) as an initiative towards the modernization of the Ashanti Kingdom (Bening, 2015). Below is list of PUs in Ghana and the years established:

Table 2.2: Public Universities in Ghana by Regional Locations and Years Established

s/n	Name of University	Region Located	Year Established
1	University of Ghana (UG)	Greater Accra	1948
2	Kwame Nkrumah University of Science and Technology (KNUST)	Ashanti	1952
3	University of Cape Coast	Central	1962
4	University for Professional Studies (UPSA)	Greater Accra	1978*
5	University of Education, Winneba	Central	1992
6	University for Development Studies (UDS)	Northern, Upper East, Upper West	1992
7	University of Mines and Technology (UMaT)	Western	2004
8	University of Health and Allied Sciences (UHAS)	Volta	2011
9	University of Energy and Natural Resources	Brong Ahafo	2012

***UPSA was established in 1965 as private institution and was taking over by government in 1978 as public university.**

CHAPTER THREE

A PROFILE OF THE STUDY ORGANIZATION AND RESEARCH METHODOLOGY

3.1 Introduction

This chapter is divided into two parts. The first aspect deals with the overview of UDS as a public sector University in Ghana, Faculties and staff composition, structure of its population and geographical distribution respectively. The second parts deals with the design and the methodology of the study.

3.2 Profile of University for Development Studies (UDS)

The Provisional National Defense Council under Ft. Lt JJ Rawlings founded the University for Development Studies at Tamale, on May 15, 1992 as part of reforms of higher education in Ghana (Bening, 2015). The UDS is the first public University to be established in Northern Ghana by PNDC Law 279 *to*

"blend the academic world with that of the community in order to provide constructive

interaction between the two for the total development of Northern Ghana in particular, and the

country as a whole" UDS, (2018).

It begun academic at the Faculty of Agriculture (FoA) with admission of forty (40) students in September 1993. The University currently has a student population of about 17,023 (UDS, 2018) The UDS was established in line with the thinking that it will play a lead role in addressing development problems, particularly in the rural areas (Effa, 2008) cited in UDS, (2018). The University was established based on the multi-campus model to serve education and research needs of the three Northern Regions of Ghana including the Brong Ahafo Region. The first batch of forty (40) students was admitted into the Faculty of Agriculture at the Nyankpala campus of

the University. The Navrongo Campus was subsequently opened in 1995, and the Wa Campus in 2002. By the mandate establishing the University, a field practical interface forms a core area of its programs. Its flagship program known as the *"Third Trimester Field Practical Program"* (TTFPP) is an integrated practical field work that exposes students to eight weeks of intensive community research in deprived rural communities in Northern Ghana in particular, and the nation as a whole.

The mission of the university is to:

1. "promote equitable and socio-economic transformation of communities through practically-oriented, community-based, problem solving, gender sensitive and interactive research, teaching, learning and outreach activities.

2. provide higher education to persons suitably qualified for and capable of benefiting from it.

3. position itself as a national asset in the facilitation of lifelong learning.

4. develop its information and communication technology infrastructure as a driving force for the education of more people, more rapidly and the improvement of efficiency and academic quality in order to advance community and national advancement" (UDS, Mission and Vission, 2019)

Figure 3.1: Map Of Ghana Showing Campus And Regional Representation Of Uds

3.2.1 Faculties/Schools

The UDS is a multi-campus university with a representation in the three regions of the North (Northern, Upper West and Upper East regions). The University currently has nine faculties, four schools and two Institutes in the Tamale, Wa, Nyankpala and Navrongo Campuses respectively. However, Tamale, Wa and Nyankpala Campuses were conveniently chosen for the study. The Tamale Campus also host the Central Administration. The table below is a summary of Faculties/Schools/Institutes in the university by various campuses;

Table 3.1: Faculties/Schools/Institutes of UDS and Its Campuses of Location

s/n	Faculties/Schools	Wa Campus	Navrongu Campus	Nyankpala Campus	Tamale Campus
1	Faculty Integrated Development Studies	×			
2	Faculty of Planning and Land Management	×			
3	School of Business and Law	×			
4	Faculty of Applied Sciences		×		
5	Faculty of Mathematical Sciences		×		
6	Faculty of Geosciences		×		
7	School of Medicine and Health Sciences				×
8	School of Allied Health Science				×
9	Faculty of Education				×
10	School of Engineering			×	
11	Faculty of Agriculture			×	
12	Faculty of Agribusiness and Communication Sciences			×	
13	Faculty of Natural Resources and Environment			×	
14	Graduate School		/		×
15	Institute of Inter-Disciplinary Research and Consultancy Services				×
16	Institute of Distance and Continuing Education				×
17	Central Administration				×

1. *NB: Faculty of Agric. Is the oldest Faculty, established in 1993 and Faculty of Geosciences, the youngest Faculty, established in 2017*
2. *× campus location*

3.2.2 Staff Composition/Categories

The UDS has a heterogeneous population comprising of different professional and labour groups that work in systematic and harmonious fashion in the realization of the university's goals and objectives. The literature on staff categories as discussed in this chapter is largely an extract from the UDS Statutes, revised edition, (2017). The various staff categories of the University are discussed below: its

3.2.2.1 Senior Member (Teaching Staff)

As an academic institution, the teaching staff performs core functions for the University in delivering its mandate of impacting knowledge, and promoting national development through research and outreach services. Basically, they are responsible for knowledge transmission through teaching and learning services as well as research and outreach services. The teaching staff are classified based on experience and academic/research credentials --Assistant Lecturers, Lectures, Senior Lecturers, Associate Professors and Professors. The minimum entry point for the position of an Assistant lecturer/Research Fellow is a good first degree, in addition to an M.Phil. degree or its equivalence from a recognized institution or higher learning. On the labour front, the teaching staff of PUs in Ghana belongs to the Universities Teachers Association of Ghana (UTAG) of Trade Union Congress (TUC). The table below shows list of full-time teaching staff by gender in the three campuses of the university under studies.

University. The Ghana Association of University Administrator (GAUA) is the labour union that represents and champions the interest of the Senior Administrators in the University. Table 3.3 shows list of full-time non-teaching staff by gender in the three campuses in the university under study.

Table 3.3: Full Time Senior Member (Non-Teaching Staff) By Gender And Faculties /Schools As At January, 2018

Name of Faculty	Male	Female	Total
Faculty of Integrated Development Studies	5	0	5
Faculty of Planning and Land Management	1	0	1
School of Business and Law	1	0	1
School of Medicine	5	1	6
School of Allied Health Science	0	1	1
Faculty of Education	0	2	2
School of Engineering	1	0	1
Faculty of Agriculture	6	0	6
Faculty of Agribusiness and Communication Sciences	0	0	0
Faculty of Natural Resources and Environment	1	0	1
Institute of Interdisciplinary Research and Consultancy Services	2	0	2
Central Administration	45	10	55
Graduate School	1	0	1
Total	68	14	82

Source: An Extract from Data on Public Funded Universities for NCTE, January 2018

3.2.2.3 Senior Staff (Junior Members)

The Senior Staff category are classified under junior staff members by rank/status, and primarily plays various subordinate or assistance roles to the Senior Members in the day-to-day operations and general administration of the University. They are comprised of various administrative and professional/technical staff such as Administrative Assistants, Assistant Accountants and Auditors, Estate Assistants and other technical staff who performs supportive role in the functional management and the day-to-day running of the University. The minimum qualification for the position of the Senior Staff is a good First Degree/Diploma, or as may be defined by the University. Staff under this category belongs to Senior Staff Association of Universities of Ghana (SSAoUG) as their representative labour union. Table 3.4 shows list of full-time senior staff (junior members) by gender in the three campuses under studies in the university.

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Table 3.4: Full Time Senior Staff (Junior Members) By Gender And Faculties /Schools/Institutes As At January, 2018

Name of Faculty	Male	Female	Total
Faculty of Integrated Development Studies	16	7	23
Faculty of Planning and Land Management	10	2	12
School of Business and Law	3	0	3
School of Medicine	12	9	21
School of Allied Health Science	2	5	7
Faculty of Education	5	5	10
School of Engineering	3	0	3
Faculty of Agriculture	24	13	37
Faculty of Agribusiness and Communication Sciences	1	2	3
Faculty of Natural Resources and Environment	3	4	7
Institute of Interdisciplinary Research and Consultancy Services	1	4	5
Central Administration	62	43	105
Graduate School	3	1	4
Total	145	95	240

Source: An Extract from Data on Public Funded Universities for NCTE, January 2018

FIGURE 3.2: AN ORGANOGRAM OF UDS
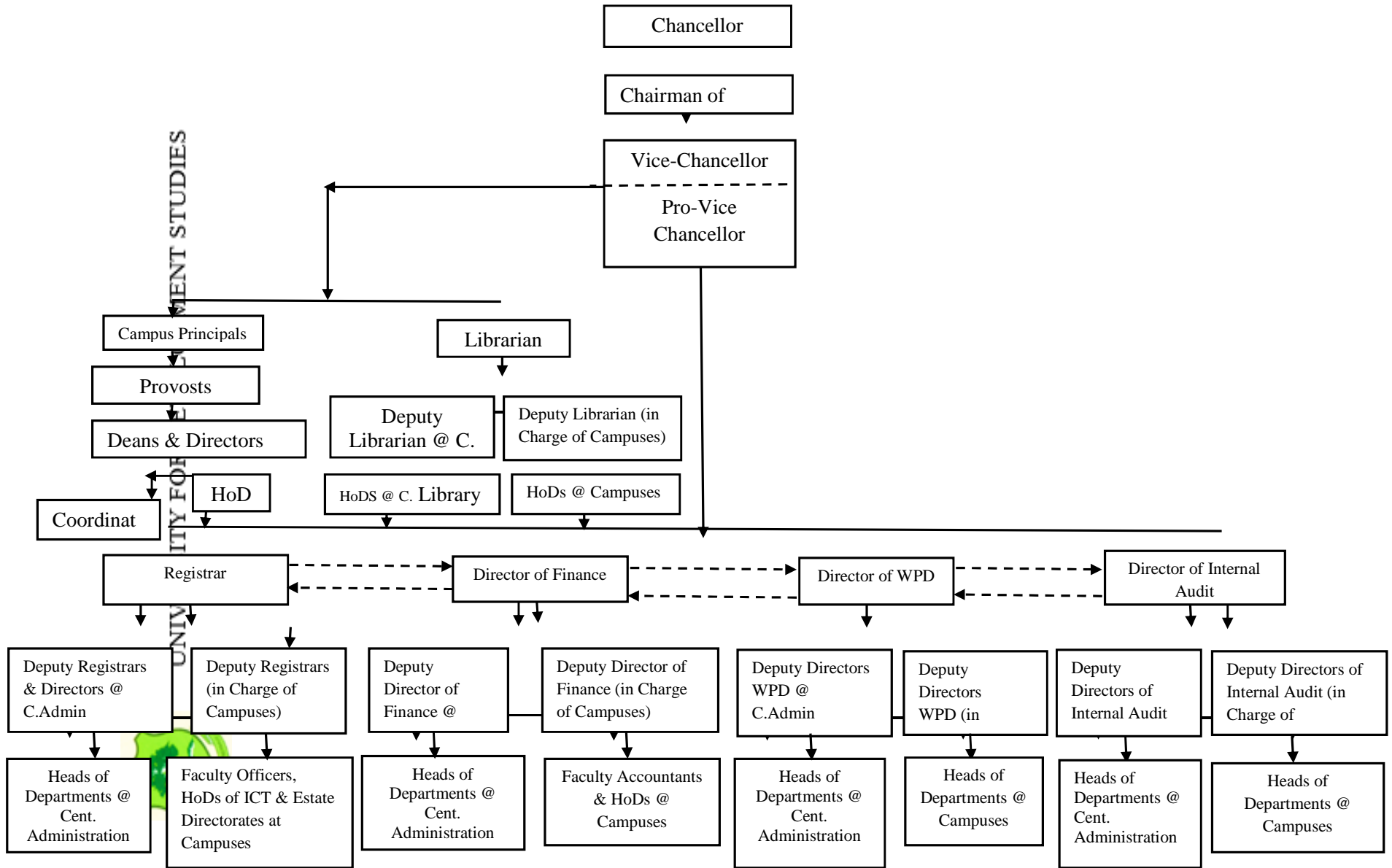
3.3 Research Methodology

3.3.1 Quantitative Research

Researchers have options to choose from qualitative, qualitative or mixed method approaches in carrying out research studies, depending upon the nature of the study. The current study is quantitative in approach, and it is grounded on a positivist paradigm – hypothesis tested in accordance with the scientific procedures, and observations quantified leading to relevant statistical analysis. Data was gathered through the use of close-ended questionnaire, and the study constructs were measured using Likert Scales, and analysed using relevant and appropriate statistical tools.

3.3.2 Cross Sectional Studies

In reference to the time horizon, the study is cross sectional in design. Cross sectional studies are also known as one-shot s (Kumar, 2011). It is used in obtaining an overall picture of an event as it stands at the time of the study (Kumar, 2011). The cross-sectional design was appropriate because of its time convenience, as data from respondents were collected at single point time. Some studies require the collection of data across different time horizon (longitudinal).

3.3.3 Instruments and Measurements

In every research, there is the need for measurement of concepts in order to achieve the study goals and objectives. In the behavioural sciences however, there is no established measurement scales for measuring attitudes and human. Likert scale is one of the most commonly used scales in measuring attitudes and human behaviours in the social sciences, though often considered subjective. The study therefore used Likert scale to measure the study variables (organizational cynicism, organizational commitment and job satisfaction). Accordingly, a 5-point Likert scale

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was used consisting of; 1). Strongly disagree 2) disagree 3) neither agree nor disagree 4) agree 5) strongly agree.

3.3.3.1 Organizational Cynicism

There are several measurement scales used in measuring different forms of cynicism by researchers e.g. Neiderhoffer, (1967); Reichers et al., (1997); Bedeian, (2007). However, the scale developed by Dean, Brandes, & Dharwadkar, (1998) is the most widely used in literature in measuring organizational cynicism, and has being used in many studies such as (Mohamed Aly, Ghanem, & El-Shanawany, 2016; Mijani & Rahbar, 2016; Yasin & Khalid, 2015; Nafei & Kaifi, 2013; Akbas, Durak, Cetin, & Karkin, 2018) across diverse professions and sectors globally. In line with the definition, the scale contained 14-items, which is often categorized into three sub scales (affect, cognition and behaviour). It is worth noting that, even though the scale is multi-dimensional, the current study measure respondent's cynicism holistically as a one-dimensional scale, as used by some researchers such as Bashir, (2011). In fact, there is evidence that the scale can be used holistically to measure organizational cynicism (James, 2005). The scale recorded a Cronbach Alpha Reliability of 0.92 ($\alpha = .92$).

3.3.3.2 Organizational Commitment

There are several instruments used in the measurement of organizational commitment depending on objectives of the study. Allen and Meyer (1990) categorized organizational commitment into three dimension/components and later developed a questionnaire for measuring employee's attitudes of organizational commitment. Balfour and Wechsler (1996) also developed a 9-item scale for measuring organizational commitment. Despite the existence of various instruments, the most popular and widely used one is that developed by Mowday, Steers, & Porter, (1979),

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and has been used in a number of studies such as Bashir, (2011); Bashir, Nasir, Saeed, & Ahmed, (2011) and Kacmar, Carlson, & Brymer, (1999).The scale has been tested across different cultures and environment globally, including a classified University employees, with alpha coefficient of .90. The study therefore adopted the 15-item organizational commitment measurement scale developed by Mowday, Steers, & Porter, (1979) to measure organizational commitment.

3.3.3.3 Job Satisfaction

Most Job satisfaction scales in literature e.g. Job Description Index (JDI) by Smith etal, (1969); Minnesota Satisfaction Questionnaire (MSQ) by Weiss, Dawis, England & Lofquist, (1967) and Job Satisfaction Survey (JSS) by Spector, P.E, (1985) share certain specific and peculiar characteristics. These characteristics includes promotions, pay, relations with co-workers, supervisors, job security (Macdonald & Maclntyre, 1997; Koustelios & Bagiatis, 1997). Generally, there are two main approaches in measuring job satisfaction in literature; namely, "*the facet approach and the general approach*" (Macdonald & Maclntyre, 1997). The facet approach has been designed to measure the relevant specific facets (components) of job satisfactions such as pay, promotion, supervision, working conditions and relationship with co-workers. The more general approach on the other hand attempts to measure levels of satisfactions holistically, regardless of their source. One disadvantage of the facet approach is that, it usually contains many   items used to compose the scale, sometimes numbering up to 100, thus making it not convenient for organizational work environment, as it would require much time for completion by respondents. On the contrary, the number of items on prior scales developed using the general approach are often considered insufficient (e.g. Smith, 1979 3-item scale) as multiple item measure is often recommended to increase validity (Macdonald & Maclntyre, 1997). Therefore a

10-item Generic Job Satisfaction Scale (GJSS) developed by Macdonald & Maclntyre, (1997) is considered appropriate for this study, and has sufficient number of items convenient for organizational environment. The GJSS is also appropriate for measuring job satisfaction across diverse occupations, and across diverse cultural environment (Macdonald & Maclntyre, 1997). The Cronbach Alpha Reliability for the scale is ($\alpha = 0.77$).

3.3.4 Sampling Design

3.3.4.1 Population

The population of a sample is defined as total set of observation from which a sample is drawn. The sample population of the study is the total population of the various staff categories used in the study (Senior Member teaching staff, Senior Member Non-Teaching and Senior Staff). The total sample population is seven-hundred and fifty-two (752); (Source: *Data on Public Funded Universities for NCTE, January 2018*), with each staff belonging to a different levels/category.

3.3.4.2 Sampling Units

The sampling unit is basically the subjects of analysis (Kumar, 2011). The units of analysis are the subjects to be included in the sample from the sample population. For the current study, the units of analysis are individual employees of the various staff categories in the University (teaching staff, non-teaching staff and senior staff) which are of interest to the study, with at least one year working experience (after one-year probation period).

3.3.4.3. Sampling Technique

The main objective of sampling is to select a group of elements that are representative of the population. Since the population of UDS is heterogeneous in nature, consisting of different professionals in different staff categories, the study population was stratified in such a way that

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the population in each stratum is homogeneous with respect to characteristics of each stratified variable (Kumar, 2011). Therefore, the population of the study was first stratified into three homogenous strata on the basis of employee groups. Accordingly, the stratification variables are identified as Senior Member teaching Staff, Senior, Member non-teaching staff and Senior Staff respectively. For the second level, quota sampling was used to conveniently select final respondents from each stratum. This was necessary because of the fear of skewness of random selection of respondents towards a particular demographic variable (e.g. age, gender), and since each element under each stratum was homogeneous in characteristics and could provide the same information needed. Secondly, this method was preferred over random sampling because of difficulty in accessing sampling frame (Salkind, 2006). The number of elements selected from each stratum was in proportion to its total number in the population.

3.3.4.5 Sample Size

The total University staff strength as at January, 2018 is estimated as about one thousand five hundred and forty-three (1,543); (*Data on Public Funded Universities for NCTE, January 2018*,). The study is however limited to three staff categories (Teaching, non-teaching and junior staff) in thirteen out of the sixteen Faculties/School/Institutes of the University. In the three Campuses, population of senior members teaching staff comprised of four hundred and thirty (430), eighty-two (82) for senior members non-teaching staff and two hundred and forty (240) for junior staff. The sample population is seven hundred and fifty-two (752) comprising of individual members of the various staff categories of the three Campuses used in the study (Teaching, non-teaching and junior staff). As finite population, the sample size was determined with the aid of Taro Yamane (1973) formula;

n $= \frac{N}{1+N(e)^2}$ Where

n= sample size required

N = Size of population

e = margin of error (%)

At 95) confidence level % (0.05 margin of error), the sample size is estimated as

= 752/ 1+752(0.05) ^2

= 752/ 1+752(0.0025)

= 752/ 1+1.922

=752 /3

n = 251

The sample size is proportionately distributed among the three strata using the formula;

Proportion of an employee Group in Population X Total Sample Size

       Total Population

Table 3.5: Distribution of Sample Size by Staff Categories

Staff Categories	Population	Sample Size	Percentage %
SM Teaching Staff	430	430X251/752= 144	57
SM Non-Teaching Staff	82	82X251/752= 27	11
Senior Staff	240	240X251/752 = 80	32
Total	**752**	**251**	**100**

 Source: Field Survey, 2019

SM = senior member

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3.3.5. Methods of Data Collection

The study adopted the survey method in collecting primary information about the sample population. Data was collected at a single point in time, spanning two months period. The data was statistically analysed and meaningful conclusions drawn. This method was preferred because of convenience and cost-effectiveness.

3.3.5.1 Mode of Data Collection

Structured questionnaire with closed ended questions was used to in data collection. It was distributed to respondents in campuses of the University under study. The questionnaire consisted of seven (7) pages. The first three pages contained detailed information for participants in the study (Participants Information Sheet). The last four pages contained the questionnaire itself, and consisted three sections. Section A contained the basic characteristic of respondents, Section B consisted of items of organizational cynicism scale, Sections C consisted of items of organizational commitment scale and Section D contained items of job satisfaction scale.

3.3.5.2 Reliability Analysis

The reliability of the three measurement instruments (organizational cynicism scale, organizational commitment scale, and job satisfaction scale) were evaluated to assess stability and internal consistency. Alpha Correlation Coefficient (ACC) was thus used to measure the internal consistency of items of scales under testing. Accordingly, organizational cynicism scale produced an ACC of .911, which is an evidence of high degree of reliability. According to Mugenda & Mugenda, (1999), and Fraenkel & Wallen, (2006), an ACC of 0.70 and above of a given scale is considered reliable and acceptable, especially in the social sciences. On organizational commitment, an initial test results produced an ACC of 0.688 (below the

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acceptable level). Therefor item ninth (9) was identified as responsible for the low alpha level, and thus was deleted to improve the alpha level. The second test results (after deletion) produced ACC of 0.701, now considered acceptable. On job satisfaction scale, the test results produced ACC of 0.843, which also considered acceptable. Statistical Package for Social Sciences IBM (SPSS) version 21 was used for the analysis. Below is the summary of ACC of all the scales;

Table 3.6: Summary of Reliability Analysis

Instruments	Number of Items	ACC(α)
Organizational cynicism	14	0.911
Organizational Commitment	14	0.701
Job Satisfaction	10	0.843

Source: Field Survey, 2019

3.3.5.3 Pilot Studies

Seven (7%) of the questionnaire (n =17) were piloted at the Tamale Campus. According to Mugenda & Mugenda, (1999), from 1% to 10% of the sample size is considered acceptable for pilot studies. The questionnaire was modified in respect of the feedback from the pilot studies. Accordingly, the entire questionnaire was restructured, and seemingly ambiguous questions were re-worded and re-phrased for clarity purposes. Since the study consist of three independent samples, the questionnaires were distributed proportionately using the following formula;

Number of Sampled Respondents of SMTS X Population of SMTS of a Given Campus

Proportion of SMTS in Population

Note: SMTM = Senior Member Teaching Staff. The formula was applied for the other categories respectively.

Table 3.7: Distribution of Questionnaire By Campuses

Total No. of Respondents for Each Stratum		Distribution of Respondents by Campuses		
		Tamale	Wa	Nyankpala
Teaching Staff	144	47	50	48
Non-Teaching Staff	27	21	3	3
Junior Staff	80	50	13	17

Source: Field Survey, 2019

Questionnaires were distributed to respondents and retrieved after completion. Data collection was carried out in about two month's period.

3.3.5.4 Response Rate

In total, two hundred and fifty-one (251) questionnaires were distributed across the three categories. Additional questionnaires were distributed in instances of low returned rate or high non-usable returned questionnaires.

The normality test in Table 3.9 shows that the data is normally distributed for all the variables with Shapiro-Wilk non-significant value of 0.14, $p \geq 0.05$, 0.56, $p \geq 0.05$ and 0.12, $p \geq 0.05$ respectively. Thus, parametric test was used over non-parametric techniques due to its good predictive powers.

Data was analysed using SPSS (V. 21) using the following procedure:

- The study used only usable questionnaire (fully completed questionnaire)

- Each item of the questionnaire was appropriately coded

- Coded data were entered into the SPSS

- Descriptive statistics was used to analyse the characteristics of respondents

- Mean scores of one-way Analysis of Variance (ANOVA) were used to compare the extent of organization cynicism of employee categories/groups in the university. Significance of the mean differences were also tested. ANOVA analysis was preferred over t-test for example, because the population sample consisted of more than two independent homogenous sample groups (Senior Member Teaching Staff, Senior Member Non-Teaching Staff and Senior Staff). Also, ANOVA was preferred over Kruskal Wallis because the data set had met the parametric test assumptions.

- Pearson Correlation Analysis (Matrix) was used to find out the associations/relationships between the variables. This was preferred over Spearman Rank Correlation because Pearson Correlation has good predictive power in establishing linear relationship between variables, and most appropriate in parametric test analysis.

- Linear regression analysis was used to determine the extent to which organizational cynicism affects organizational commitment of employees, as well as how organizational cynicism affect job satisfaction of employees. This was chosen because it is the most

appropriate statistical tool in establishing the effect of one predictor variable on an outcome variable.

3.3.7 Ethical Consideration

In meeting the ethical requirements for the study, firstly, a letter was written to the Registrar of the university for permission to undertake the survey in the university. Permission was granted for the study to be conducted in the university.

Also, respondents were giving maximum assurance of anonymity, as well as assurance of using the data obtained solely for the intended purpose.

Finally, respondent's participation in the survey was purely voluntary. No amount of force was used to solicit for information from respondents.

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CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Data Presentation and Analysis

This chapter highlights the presentation and analysis of data obtained from the study institution. The study results are presented and discussed in line with the objectives of the study. It began with results presentation from SPSS output and discussions of the study findings according to the objectives. The main objective of the study is to examine the effects of organizational cynicism on commitment and job satisfaction of employees in UDS. In accomplishing this general objective, the following specific objectives are addressed;

1. To examine the extent of existence of organizational cynicism among Senior Member Teaching Staff, Senior Member Non-Teaching Staff and Senior Staff.

2. To establish the relationship between organizational cynicism and job satisfaction of employees in the University

3. To find out the extent to which organizational cynicism affects organizational commitment of employees in the University

4. To find out the how organizational cynicism affects job satisfaction of employees in the University

Based on the above objectives, the following hypothesis were tested;

H1: There are differences in perception of organizational cynicism among employees' groups in the university

H2: there are variations in attitude of organizational commitment of employee groups in the University

H3: there are variations in job satisfaction of employee groups in the University

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H4: There is a significant relationship between perception of organizational cynicism and job satisfaction of respondents

H5: There is significant relationship between organizational cynicism and organizational commitment

H6: There is significant relationship between organizational cynicism and gender

H7: there is a significant relationship between organizational cynicism and level of education

H8: There is significant relationship in perception of organizational cynicism and age

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Table 4.1: Characteristics of The Sample

ITEMS		NUMBER	PERCENTAGE %
Age	26- 35	56	29.2
	36- 45	88	45.8
	46- 55	34	17.7
	56 +	14	7.3
	Total	192	100
Gender	Male	136	70.8
	Female	56	29.2
	Total	192	100
Qualification	HND/Diploma	16	8.3
	Bachelor or Equivalence	39	20.3
	Masters of Equivalence	106	55.2
	Ph.D. or Equivalence	31	16.1
	Total	192	100
Marital Status	Married	161	83.9
	Unmarried	30	15.6
	Total	191	100
Employee Category	SM Teaching Staff	99	51.6
	SM Non-Teaching Staff	22	12.0
	Senior Staff	70	36.5
	Total	192	100.
Campus	Wa Campus	48	21.0
	Tamale Campus	100	52.1
	Nyankpala Campus	44	22.9
	Total	192	100
Tenure of Work	1 – 3 years	24	12.5
	4 – 6 years	54	28.1
	7 – 9 years	52	27.1
	10 years and above	62	32.3
	Total	192	100

Note: SM = Senior Member

Source: Field Survey, 2019

From table 4.1, about 45% of the sample falls within the age brackets of 36-45, 70.8% and 29.2% were males and females respectively. Majority of the respondents (55.2%) had master's degree or equivalence and 16.1% were Ph.D. holders. Senior Member Teaching Staff employee group formed majority of the respondent representing 51.6%, whiles 32.3% of the respondents have worked in the university for more than 10 years and above.

4.1.1 Objective 1: Extent of Organizational Cynicism of the Three Employee Groups

A one-way ANOVA was run to determine the extent of organizational cynicism, organizational commitment and job satisfaction of the three-employee group as presented below:

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Table 4.2: Descriptive Statistics (ANOVA)

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean Lower Bound	Upper Bound	Minimum	Maximum
Organizational cynicism	Senior Member Teaching Staff	99	3.0545	.50827	.05108	2.9532	3.1559	1.36	4.50
	Senior Member Non-Teaching Staff	23	2.5652	.61025	.12725	2.3013	2.8291	1.57	4.14
	Senior Staff	70	3.2669	.59955	.07166	3.1239	3.4098	2.00	4.50
	Total	192	3.0733	.59186	.04271	2.9891	3.1576	1.36	4.50
Organizational commitment	Senior Member Teaching Staff	99	3.4108	.43253	.04347	3.3245	3.4970	2.43	4.93
	Senior Member Non-Teaching Staff	23	3.7002	.56984	.11882	3.4538	3.9467	2.00	4.64
	Senior Staff	70	3.3448	.48852	.05839	3.2283	3.4613	2.15	4.36
	Total	192	3.4214	.48081	.03470	3.3529	3.4898	2.00	4.93
Job satisfaction	Senior Member Teaching Staff	99	3.5838	.41518	.04173	3.5010	3.6666	2.50	4.70
	Senior Member Non-Teaching Staff	23	3.8261	.50920	.10618	3.6059	4.0463	2.50	4.50
	Senior Staff	70	3.4542	.61993	.07410	3.3064	3.6021	2.00	5.00
	Total	192	3.5656	.51965	.03750	3.4916	3.6396	2.00	5.00

Source: Field Survey, 2019
M =MEAN
SD = Standard Deviation

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The first objective of the study was to examine the level of cynicism among the three employee categories/groups in the university. Table 4.2 presents the descriptive statistics of one-way ANOVA results. The table shows differences in means scores of employee groups for each of three the variables (organizational cynicism, organizational commitment and job satisfaction). From the table, the overall mean score of organizational cynicism of employees in the university is 3.1 (n = 192). The organizational cynicism mean score of Senior Members Teaching Staff is (M =3.1, SD=0.51); Senior Member Non-Teaching Staff is (M=2.6, SD=0.61), and Senior Staff is (M=3.3, SD=0.59).

Also, the overall mean score of organizational commitment of employees in the university is (M=3.4, SD=0.48). The mean score of Senior Member Teaching Staff is (M=3.4, SD=0.51), Senior Member Non-teaching staff is (M=3.7, SD=0.57), and Senior Staff is (M=3.3, SD=0.49). Also, the overall mean score job satisfaction of employees is (M=3.6, SD=0.52). Satisfaction mean score for Senior Member Teaching Staff is (M=3.6, SD=0.42), Senior Member Non-Teaching Staff (M= 3.8, SD=0.51)) and Senior Staff is (M=3.5, SD=0.62).

Table 4.3: Test of Homogeneity of Variances

	Levene Statistic	df1	Df2	Sig.
Organizational cynicism	2.530	2	189	.082
Organizational commit.	.874	2	189	.419
Job satisfaction	5.065	2	189	.007

Source: Field Survey, 2019

Table 4.3 shows the Levenes test of homogeneity of variance. It assesses the assumption of equality of variance of the three independent samples. The Levenes test is statically non-significant for organizational cynicism with a p value of 0.082 (p> 0.05), and organizational commitment (0.410, p> 0.05). Job satisfaction however failed to meet the assumption of Levenes test with a significant p value of 0.007 (p< 0.05). Thus, the Levenes test result is statically reported as follows;

For organizational cynicism F (2, 189) = 2.530, p = .082 and

Organizational commitment F (2, 189) = .874, P = .419

This implies that, except with job satisfaction, there is homogeneity of variance or equality of variance in respect of organizational cynicism and organizational commitment. Since job satisfaction failed the Levenes test, a robust test of equality of means (Welch correction) was conducted to assess its significance level. The results as shown in Table 4.4 reveals significance p-value of 0.022, p ≤ 0.05, and it is reported as; F(2, 57.495) = 4.082, p = .022.

Table 4.4: Robust Tests of Equality Of Means

		Statistic	df1	df2	Sig.
Job satisfaction.	Welch	4.082	2	57.495	.022

a. Asymptotically F distributed.

Source: Field Survey, 2019

TABLE 4.5: ANOVA

		Sum of Squares	Df	Mean Square	F	Sig.
Organizational cynicism	Between Groups	8.595	2	4.298	13.929	**.001**
	Within Groups	58.313	189	.309		
	Total	**66.908**	**191**			
Organizational commitment	Between Groups	2.210	2	1.105	4.979	**.008**
	Within Groups	41.945	189	.222		
	Total	44.155	191			
job satisfaction	Between Groups	2.462	2	1.231	4.736	**.010**
	Within Groups	49.114	189	.260		
	Total	51.576	191			

Source: Field Survey, 2019

Table 4.5 presents results of mean differences of the Analysis of Variance (ANOVA) analysis. The output results indicate whether there are statistically significant differences in mean scores of the three employee groups. As shown in table 4.5 the p - value of organizational cynicism is

0.001 (p < 0.05), organizational commitment is 0.008 (p < 0.05), and job satisfaction is 0.010 ((p < 0.05).

Statistically, the test of significance of the Mean scores is reported as follows; organizational cynicism is reported as F (2, 189) = 13.929, p = .001, organizational commitment F (2, 189) = 4.979, p = 0.008, and job satisfaction is reported as F (2, 189) = 4.736, p = 0.05. Since the p values are less than 0.05 in all the three cases, we conclude that there are statistically significant differences in the mean scores of the three employee groups. This means that there are significant differences in the mean scores among the three employee groups in respect to their perception of organizational cynicism, organizational commitment and job satisfaction respectively.

Table 4.6: Multiple Comparisons Tukey Post Hoc Test

Dependent Variable			Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Organizational cynicism	Senior Member Teaching Staff	Senior Member Non-Teaching Staff	.48933*	.12857	.001	.1856	.7931
		Senior Staff	-.21233*	.08674	.040	-.4172	-.0074
	Senior Member Non-Teaching Staff	Senior Member Teaching Staff	-.48933*	.12857	.001	-.7931	-.1856
		Senior Staff	-.70166*	.13350	.000	-1.0170	-.3863
	Senior Staff	Senior Member Teaching Staff	.21233*	.08674	.040	.0074	.4172
		Senior Member Non-Teaching Staff	.70166*	.13350	.000	.3863	1.0170
Organizational commitment	Senior Member Teaching Staff	Senior Member Non-Teaching Staff	-.28948*	.10905	.023	-.5471	-.0319
		Senior Staff	.06594	.07357	.643	-.1079	.2397

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			Mean Difference	Std. Error	Sig.	Lower	Upper
		Senior Member Non-Teaching Staff	Senior Member Teaching Staff	.28948*	.10905	.023	.0319	.5471
			Senior Staff	.35541*	.11322	.006	.0879	.6229
		Senior Staff	Senior Member Teaching Staff	-.06594	.07357	.643	-.2397	.1079
			Senior Member Non-Teaching Staff	-.35541*	.11322	.006	-.6229	-.0879
Job satisfaction		Senior Member Teaching Staff	Senior Member Non-Teaching Staff	-.24225	.11800	.103	-.5210	.0365
			Senior Staff	.12959	.07961	.236	-.0585	.3176
		Senior Member Non-Teaching Staff	Senior Member Teaching Staff	.24225	.11800	.103	-.0365	.5210
			Senior Staff	.37184*	.12252	.008	.0824	.6613
		Senior Staff	Senior Member Teaching Staff	-.12959	.07961	.236	-.3176	.0585
			Senior Member Non-Teaching Staff	-.37184*	.12252	.008	-.6613	-.0824

*. The mean difference is significant at the 0.05 level.

Source: Field Survey, 2019

After establishing the existence of significant differences between the groups as a whole, a Tukey Post Hoc test was conducted to examine where the differences exist, and to know which groups differed from each other. From Table 4.5 we can see that there are statistically significant differences in perception of organizational cynicism between Senior Members Teaching Staff and Senior Members Non-Teaching Staff with p = 0.001, p ≤ 0.01. Statistically significant differences were also shown in perception of organizational cynicism of Senior Member Teaching Staff and Senior Staff with p = (0.040, p ≤ 0.05), and similarly as between Senior Member Non-Teaching Staff and Senior Staff (P = 0.001, p ≤ 0.01)

Using the same Tukey post hoc test as presented in Table 4.6, it is found again that there ex statistically significant differences in organizational commitment between Senior Member Teaching Staff and Senior Member Non-teaching Staff (p = 0.023, p ≤ 0.05), and also between Senior Member Non-teaching Staff and Senior Staff (p = 0.006, , p ≤ 0.05).

With the same test, a statistically significant differences were found in job satisfaction between Member Non-teaching Staff and Senior Staff only, with p = 0.008, p ≤ 0.05.

4.1.2 Objective 2: Relationship between organizational Cynicism and Job Satisfaction

The second objective of the study sought to identify the relationship between organizational cynicism and job satisfaction of employees in UDS. In line with the objective, the table above presents the correlation matrix of study variables. The correlation coefficient (r) between organizational cynicism and job satisfaction of employee is shown as -0.312. The correlation coefficient is statistically significant at 99% confidence level (r = -0.312, p < 0.01). The coefficient shows an inverse, albeit weak relationship between organizational cynicism and job satisfaction. This means that as organizational cynicism level of employees increases, job

satisfaction of employees decreases, and vice versa. From the table, with the exception of gender, marital status and work tenure, organizational cynicism negatively correlated with all the variables with a relatively stronger relationship with organizational commitment. For instance, it has a significant inverse relationship with organizational commitment ($r = -0.354$, $p < 0.01$). Job satisfaction also correlate significantly and positively with organizational commitment ($r = 0.486$, $p < 0.05$). Employees level of education correlates negatively with organizational cynicism ($r = -0.178$, $p < 0.05$) and positively with job satisfaction ($r = 0.182$, $p < 0.01$). Below is the results of the correlation matrix:

Table 4.7: Correlation Matrix of Study Variables

		1	2	3	4	5	6	7	8
1	Orga.cyn	1.000							
2	Organ.commit.	-.354**	1.000						
3	Job satisfac.	-.312**	.486**	1.000					
4	Age of Resp.	-.009	-.049	.090	1.000				
5	Gender	.036	-.050	-.120	-.102	1.000			
6	Level of Educ.	-.179*	.133	.182*	.216**	.246**	1.000		
7	Marital Status	.090	.133	.182*	-.250*	.038	.119	1.000	
8	Work Tenure	.088	-.085	.002	.495**	-.048	.048	-.267*	1.000

*Correlation is significant at the 0.05 level (P ≤ 0.05) (2-tailed).
**Correlation is significant at the 0.01 level (P ≤0.01) (2-tailed).
organ.cyn = organizational cynicism
organ.commit. = organizational commitment
job satisfac. = job satisfaction

4.1.3 Objectives Three: Effects of Organizational Cynicism on Organizational Commitment

Table 4.8: Effect of Organizational Cynicism on Organizational Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.306	.172		24.965	.000
	org. cynicism	-.288	.055	-.354	-3.519	.001
	R^2	.125				
	Adjusted R^2	.121				
	F- statistics	27.267				
	Prob.(F)	0.001				

Dependent Variable = organizational commitment

Table 4.8 shows results of linear regression analysis of the effect of organizational cynicism on employee's commitment in UDS. Output results is useful in assessing the extent at which organizational cynicism of employees predicts their organizational commitment. Results of the F-Statistics indicates a significant model (p= .001, p < 0.05). This means the explanatory variable (organizational cynicism) to some extent explained the variability of outcome variables (organizational commitment). Also, it can be seen from the model that employee's perception organizational cynicism negatively affects their commitment to the organization ($\beta = -.288, p$ <0.05), given the relative magnitude beta coefficients. The estimated regression functions therefore is given as:

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y= 43.06 – .288x_1

From the equation we can infer that, a unit percentage increase in employees' organizational cynicism level will lead to .288% decrease in their commitment to the organization. The extent of the effect was assessed relying on the magnitude of the unstandardized beta coefficient of -.288 The adequacy of the model was also assessed relying on the R square and adjusted R square. The R square shows the proportion of the variance in the dependence variable that is explained by the outcome variables. Accordingly, R-Square (coefficient of determination) is shown as .125, which suggest that about 12.5% of variability in employee's commitment to UDS is explained by the extent of their organizational cynicism. Further, we find that, even after controlling for the number of extraneous variables in both models, about 12.1% and 9.3% of variability in organizational commitment is explained by their perception organizational cynicism. The low R square values in the model is indicative of the difficulty in predicting human behaviours. Despite the low values, the model showed that employee's perception of cynicism is a significant predictor of organizational commitment.

4.1.4 Objectives Four: Effects of Organizational Cynicism on Job Satisfaction

Table 4.9: Effects of Organizational Cynicism On Job Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.408	.189		23.274	.000
	Org. cynicism	-.274	.061	-.312	-3.519	.001
	R^2	.097				
	Adjusted R^2	.093				
	F- statistics	20.502				
	Prob.(F)	0.001				

Dependent Variable = Job Satisfaction

Table 4.9 shows results of linear regression analysis of the effect of organizational cynicism on employee's job satisfaction in UDS. Output results is useful in assessing the extent at which organizational cynicism of employees predicts their job satisfaction. Results of the F-Statistics again, indicate a significant model (p= .001, p < 0.05). This means the explanatory variable (organizational cynicism) to some extent predicted the outcome variable (job satisfaction). Also, it can be seen from the model that employee's perception organizational cynicism negatively affects their job satisfaction (β = -.274, p < 0.05) given the relative magnitude of the unstandardized beta coefficients. The estimated regression functions therefore is given as:

Y= 4.408 – .274x_1

From the equations, we can infer that, a unit-percentage increase in the level of employee cynicism will result to 0.274% decrease in their job satisfaction in the university. Given the magnitude of the unstandardized beta coefficient of -.274, we conclude that employee's perception of organizational cynicism impacts negatively on their job satisfaction in the university. The R square is also estimated as .097, which means that about 9.7% or variability in employee's job satisfaction is explained by the extent of their organizational cynicism perception.

4.2 Discussion of Findings

4.2.1 Extent of Perception of Organizational Cynicism of the Three Employee Groups

The first objective of the study sought to examine the extent of existence of organizational cynicism of three employees' groups in the university (Senior Member Teaching Staff, Senior Member Non-Teaching Staff and Senior Staff). Organizational cynicism, which is defined as negative attitude towards ones employing organizations and its leaders is said to be wide spread in modern organizations (Kanter & Mirvis, 2006; Kouzes & Posner, 2005). Employee negative perceptions towards their employing organizations are instigated or fuelled by a myriad of factors including high salary/wage differentials between management and the majority of the workforce, infrequent or adequate communication of policies, harsh layoff, poor organizational performance, perceived management incompetency, unfairness in distribution of gains/benefits, lack of basic logistics/equipment for effective working (Anderson, 1996; Johnson & O'Leary-Kelly, 2003; Kim, Bateman, Gilbreath, & Andersson, 2009; Anderson & Bateman, 1997). These factors, in one way or the other, are evident in most public sector organizations, including UDS. For example, research finding of Alhassan, Adams, & Gladys, (2019) revealed that majority of teaching and administrative staff of UDS expressed dissatisfaction on fairness in selection of

staff for position, study leave policies and availability of logistics for effectives teaching and learning.

Again, operating as multi–Campus University with centralized authority, employees of UDS are susceptible to cynicism. This is because the reason for the emergence of cynicism in public organization is the presence of bureaucracy that characterize their operations (Albrecht, 2002). Table 4.2 shows the total mean score of organizational cynicism of the three employee categories. Though many studies have examined employees perception of cynicism in many countries and across diverse professions, many of the findings are either limited to non-educational sector and under different cultural circumstances (Abraham, 2000; Akbas, Durak, Cetin, & Karkin, 2018; Bedeian, 2007; James, 2005; Nafei & Kaifi, 2013; Polat & Gungor, 2014; Mijani & Rahbar, 2016; Atalay & Ozler, 2011; Abugre, 2017; Kasalak & Aksub, 2014). The current study presents a one-dimensional examination of organizational cynicism of three key employee groups of University for Development Studies in Ghana.

It is realized from the table (4.2) that perception of organizational cynicism is relatively higher among senior Staff employees (M = 3.27, SD= 0.59), followed by Senior Teaching Staff (M= 3.05, SD= 0.51), whiles Senior Member Non-teaching staff recorded lowest perception of cynicism (M= 2.57, SD= 0.61). The findings indicate Senior Staff have highest prevalence of perception of organizational cynicism. This can be attributed to the fact that Senior Staff are lowest ranked among the three groups. They have the lowest qualification, and the lowest remunerations. Thus, such employee group may feel disillusioned and frustrated (cynical) if they perceive that their efforts to improve their rank, qualification and remuneration are stifled by policies instituted by the university management. As a major employee group in the operations

of public universities in Ghana, such employee group will experience psychological contract breach if they perceived Management of the university as not doing enough to meet their job expectation.

Followed closely is Senior Member Teaching Staff in terms of prevalence of perception organizational cynicism, whiles the Senior Member Non-Teaching Staff recorded the lowest score in the perception organizational cynicism. This is line with expectation of the researcher, as the two employee groups are the 'Senior Members' in the University, and performs academic and administrative related functions at the executive level. They are higher in qualification with better conditions of service vis-à-vis the Senior Staff employee group. When employees perceived that their organization or its leadership is able to fulfil their implicit and explicit obligation by provide their job expectation, they developed positive work attitudes, and therefore becomes less cynical.

 The bar graph below presents a pictorial view of the level of cynicism of the three employee groups in the university.

Figure 4.1: Level of Cynicism of Three Employee Groups
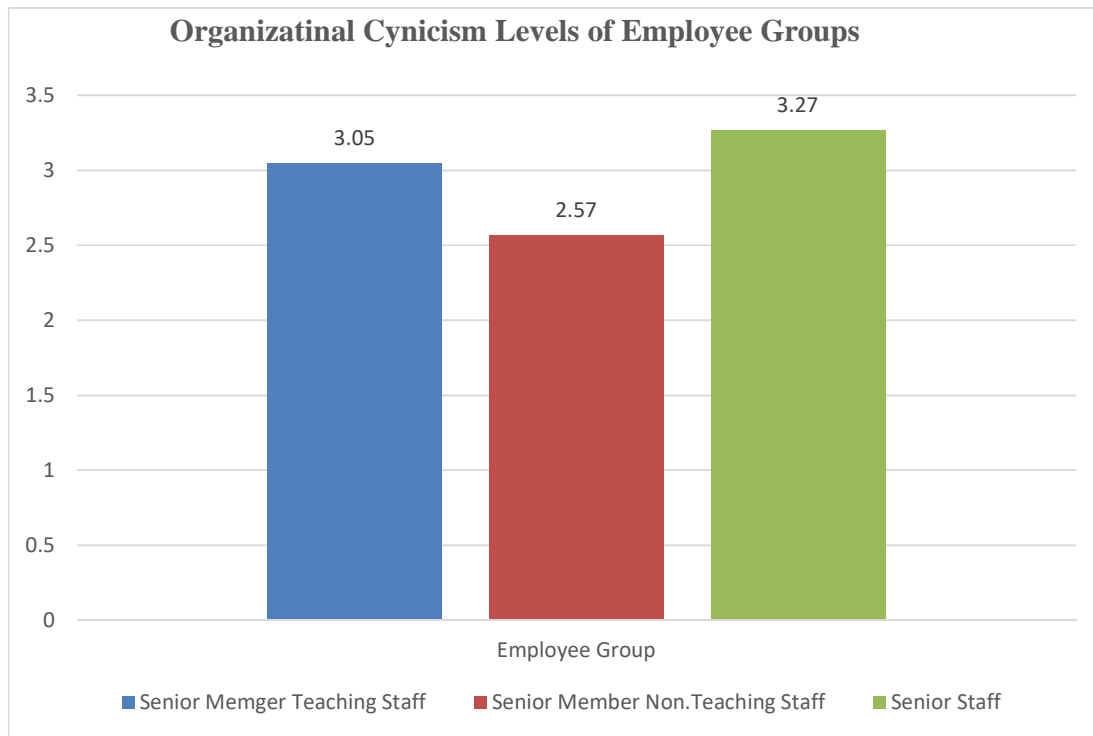
Figure 4.1 indicate the pictorial view of extent of cynicism among the three employee groups in the university. Senior staff group recorded the highest extent (M= 3.27), followed by Senior Member Non-Teaching Staff (M= 3.05), whiles the Senior Member Non-Teaching recorded the lowest (M= 2.57) respectively.

4.2.2 Differences in Organizational Cynicism levels, Organizational Commitment and Job Satisfaction of the three employee groups.

A one-way ANOVA between groups was performed to ascertain differences in levels of organizational cynicism, differences in job satisfaction as well differences in organizational commitment levels of the three employee groups. Table 4.2 provide the descriptive statistics of the ANOVA results. Accordingly, the mean score for the three groups showed that Senior Staff employee group has the highest level of perception of organizational cynicism, followed closely

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by Senior Member Teaching Staff and lastly, Senior Member Non-Teaching Staff and indicated already above.

For organizational commitment, Senior Member Non-Teaching Staff have the highest commitment level, followed by Senior Member Non-Teaching Staff, and lastly Senior Staff respectively. The findings are consistent with expectations, because Senior Member Non-Teaching Staff had the lowest score in organizational cynicism followed by Senior Member Teaching Staff and Senior Staff accordingly. This is because employees exhibiting high negative attitude towards their employing organizations (organizational cynicism) are more likely to be less committed to their organizations. In his sequential course-effect model, Bedeian, (2007) indicated that, University employees in the US with high levels of cynicism will among others, experience reduced commitment to their organizations. The negative relationship between employee's cynicism and their commitment organizations has been reported substantially in a number research findings globally including (Bedeian, 2007; Bashir S. , 2011; Nafei W. , 2013; Erarslan, Kaya, & Altindag, 2018; Volpe, Mohammed, Hopkins, Shapiro, & Cheryl Dellasega, 2014; James, 2005).

Table 4.2 also show the mean score of job satisfaction of the three employee groups. Senior Member Non-Teaching Staff are more satisfied with their job as compared to the rest, as they recorded the highest mean score. Senior Member Teaching Staff followed closely, whiles Senior Staff group recorded the lowest job satisfaction level. The facet approach measurement of job satisfaction comprises of series of items that measures the relative satisfaction of employees about their job or job situations. From the mean scores (Table 4.2), it is not surprising that Senior Member Non-Teaching Staff are more satisfied with their job than the other employee group,

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whiles Senior Staff employee group are relatively dissatisfied. Findings of this study has already established that perception organizational cynicism is relatively low among Senior Member Non-Teaching Staff and Senior Member Teaching Staff employee groups, and relatively high among Senior Staff group. This is supported by prior research findings that indicate that employees with high levels of organizational cynicism are more likely to experience waning or declining job satisfaction (Bedeian, 2007). In other words employees becomes more dissatisfied with their work and work situations when they belief that the psychological contract between them and their employers that implicitly sought to provide fairness in policies and distribution of resources, as well as improved conditions of services is violated (Johnson & O'Leary-Kelly, 2003). Accordingly, Senior Staff recorded the highest mean score in organizational cynicism, and thus recorded the lowest job satisfaction among the three employee groups (M =3.5, SD = 0.67).

As mentioned already, the results of the ANOVA (Table 4.4) predicts the existence or otherwise of differences among the three employee groups in respect of organizational cynicism, organizational commitment and job satisfaction levels. From the table, it can be seen that organizational cynicism produced a significant value of $p = 0.001$, $p \leq 0.05$. This means that there are differences in perception of organizational cynicism among the three employee groups. Accordingly, we do not reject the null hypothesis (H1) that says *there are significant differences in perception of organizational cynicism among the three employee groups.*

On organizational commitment, the ANOVA table produced a significant value of $p = 0.008$, $p \leq 0.05$. This means also that there exist differences in attitude on organizational commitment among the three employee groups, hence the null hypothesis (H2) is accepted.

On job satisfaction, the ANOVA table yet again produced a significant value of p = 0.010, p ≤ 0.05. This also means that there are differences in job satisfaction between the three employee groups, and thus the null hypothesis (H3) is accepted.

After establishing the existence of differences between the three groups in respect of the three variables, a Post Hoc Test (Tukey) multiple comparison was performed to determine where differences exist, and the nature of differences (honest differences) between the three employee groups. Table 4.5 presents the Post Hock Test results. From the table, it can be seen that there is a statistically significant differences in the mean scores of Senior Member Teaching Staff and Senior Member Non-Teaching Staff in respect of perception of organizational cynicism (p = 0.001 (p ≤ 0.05). Also, statistically significant difference is found between Senior Member Teaching Staff and Senior Staff, with p = 0.040, (p ≤ 0.05). Differences in perception of organizational cynicism between Senior Staff and Senior Member Non-Teaching Staff was also found to be significant, p = 0.000 (p ≤ 0.05). This means that, there are true differences in perception of organizational cynicism between Senior Member Teaching Staff and Senior Member Non-Teaching Staff, between Senior Member Teaching Staff and Senior Staff as well as between Senior Member Non-Teaching Staff and Senior Staff respectively. The graphs (mean plots) below presents a pictorial view of differences in perception of organizational cynicism, organizational commitment and job satisfaction.

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Figure 4.2: Mean Plot of Perception of Organizational Cynicism of Employee Groups
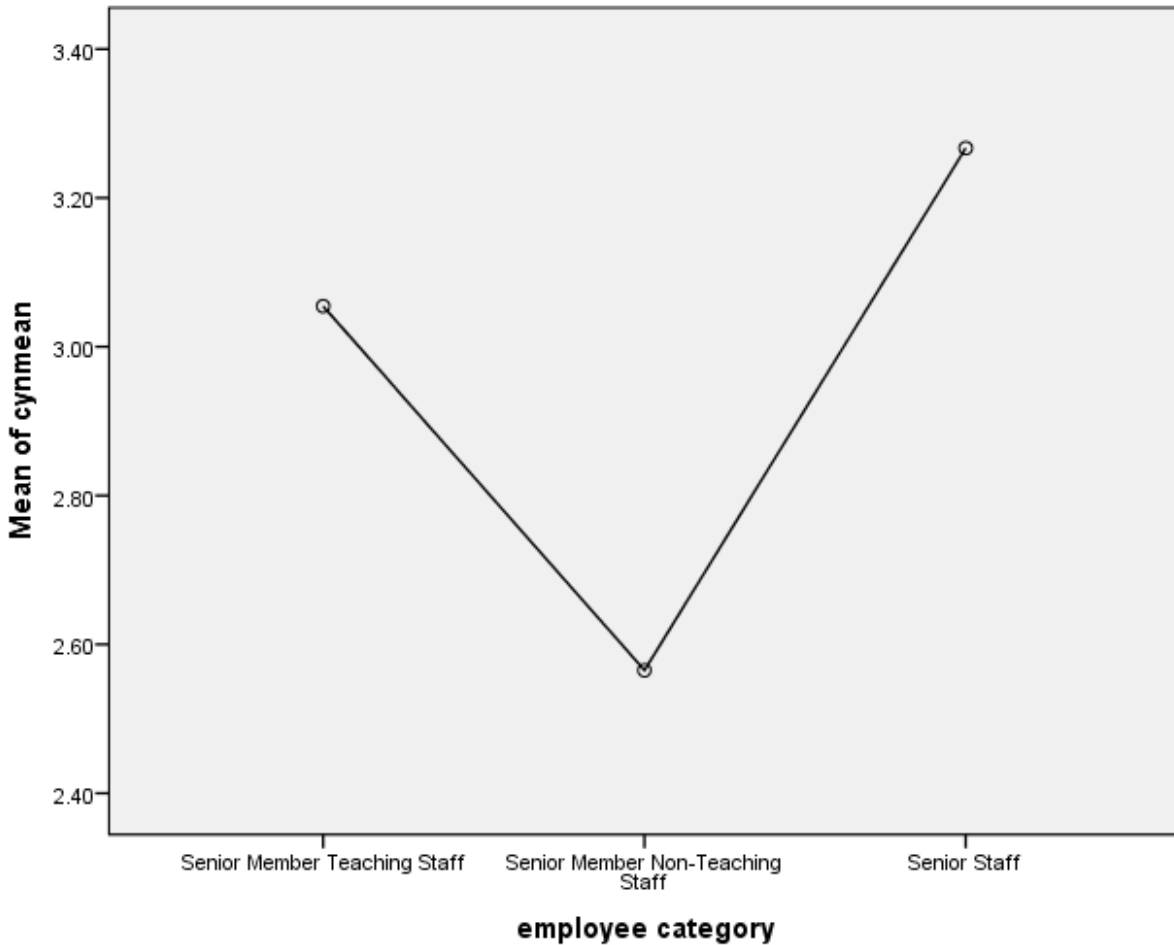
Figure 4.2 shows a pictorial view of the true differences in score of organizational cynicism among the three employee groups. The Figures portrayed that the Senior Staff employee group has the highest prevalence of perception of cynicism, followed by the Senior Member Teaching Staff, whiles the Senior Member Non-Teaching Staff has the lowest among the employee groups. On organizational commitment, a statistically significant difference was found between Senior Member Teaching Staff and Senior Member Non-Teaching Staff with $p = 0.023$ ($p \leq 0.05$), as well as between Senior Member Non-Teaching Staff and Senior Staff with $p = 0.006$ ($p \leq 0.05$). This implies that there are true differences in commitment levels of the employee groups

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aforementioned. No true differences in organizational commitment levels was found between Senior Staff and Senior Member Teaching Staff in respect of their commitment to UDS as showed in the figure below.

Figure 4.3: Mean Plot of Differences in Organization Commitment of Employee Groups

The Figure indicate that Senior Member Non-Teaching Staff employee group are the most committed among the three groups, whiles the Senior Staff employee group has the lowest commitment level in the university.

Also, on job satisfaction, a significant difference was found between Senior Member Non-Teaching Staff and Senior Staff only. This means that only two employee groups truly differ in terms of how satisfied they are with their job, as shown in the figure 4.3 below;

Figure 4.4: Mean Plot of Differences in Job Satisfaction of Employee Groups

The Figure indicates that Senior Member Non-Teaching Staff are more satisfied with their job, followed by Senior Member Teaching Staff, whiles Senior Staff is having the lowest job satisfaction in the university.

4.2.3. Correlation Matrix of Study Variables

The second objective of the study sought to establish the relationship between organizational cynicism and job satisfaction of employees in the university. Accordingly, a correlation matrix (Pearson) of the study variables was performed to determine inter-variable linear relationships as shown in Table 4.7 above. In line with expectation, it can be seen from the table (Table 4.7) that organizational cynicism correlated negatively with job satisfaction (r = -0.312, p <0.01), albeit weak in strength. This significant relationship means that we accept the null hypothesis (H5) as stated. The negative sign on the correlation coefficient (r) shows an inverse relationship. This means that as organizational cynicism of employee's increases, job satisfaction levels decreases. Though the strength of their relationship is week, the two variables nonetheless correlate negatively. A decreased job satisfaction levels will result to a myriad of adverse work attitudes such as low commitment, low citizenship behaviours, reduced organizational performance etc (Bedeian, 2007; Wanous, Reichers, & Austin, 1994; Abraham, 2000). When employees become cynical, they are more likely to be dissatisfied with their job, and which will ultimately affect the university's mission of delivering quality high educational services for national development. This finding is consistent with the finding of Bedeian, (2007), wherein cynicism was reported to negatively associate with job satisfaction (r = -0.50) of employees of some selected United States universities. The finding is also consistent with many other findings such as Bashir, (2011); Nafei & Kaifi, (2013); James, (2005); Wanous, Reichers, & Austin, (1994); Abraham, (2000); Aydin & Akdag, (2016).

Again, organizational cynicism also correlated negatively with organizational commitment, as reported from table 4.6 above, with correlation coefficient (r = -0.354, p < 0.01). The results indicate a negative, albeit weak relationship between the two variables, and hence we accept the

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null hypothesis (H6). This means that as organizational cynicism of employee's increases, their commitment to the organizational (UDS) decreases. Implicitly, Cynical employees are dissatisfied employees (Abraham, 2000), and are thus, less likely to show full commitment to the university, which invariably will impact negatively on teaching and learning. The findings are in line with expectation, as employees who are frustrated and disillusioned with their organization may tend to exhibit negative attitude of commitment to their organizations. Again, the finding is consistent with a myriad of findings of similar studies, including that of Bedeian, (2007), wherein organizational cynicism was found to negatively correlate affective commitment (r = - 0.49) of employees in some selected US universities. Similarly, Bashir, (2011), in his analysis of organizational cynicism of public sector employees in Pakistan found a negative association between organizational cynicism and organizational commitment. Findings of Mousa, (2017) also revealed that all organizational cynicism, dimensions (affect, cognitive and behavioural) had a negative correlation with affective commitment of teachers in public primary education in Egypt. More so, in the results of their survey of employees at managerial positions in different companies in Lahore (Pakistan), Yasin & Khalid, 2015 reported that all the dimensions of organizational cynicism (affective, cognitive and behavioural) had a significant negative relationship with organizational commitment and work-related quality of life. Many other findings such as (Kalagan & Aksu, 2010; Volpe, Mohammed, Hopkins, Shapiro, & Cheryl Dellasega, 2014; Wanous, Reichers, & Austin, 1994) are consistent with the current findings.

Findings of the study also revealed a statistically significant relationship between organizational commitment and job satisfaction of employees. The correlation coefficient between the two was found as (r= 0.486, p > 0.01). This shows a moderately weak and positive relationship between the two variables. This result means that as job satisfaction of employee's increases, their attitude

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on organizational commitment also increases. The findings are in line with expectation of the researcher, and also consistent with prior findings. For example, in his analysis of the effects of organizational cynicism in public sector organizations in Pakistan, Bashir, (2011) found that organizational commitment positively correlated with employees job satisfaction ($r = 0.087$), in line with the finding of many other studies such as (James, 2005; Bedeian, 2007; Erarslan, Kaya, & Altindag, 2018).

More so, significant correlation was also found between organizational cynicism and level of qualification of employees, meaning, we fail to reject the null hypothesis (H8) as stated. Across many disciplines, the relationship between employees work attitudes and their level of education has been widely studied. Finding of this study between the two as reported in Table 4.6 indicates a coefficient of ($r = 0.179$). This shows a positive relationship between the two variables. Thus, as employee in UDS educational level increases, their perception of organizational cynicism also increases. As employees climb higher the academic ladder, they anticipate promotions that will increase them in ranks and its associated benefits. Employees therefore becomes frustrated and disillusioned (cynical) when they belief that their quest for promotions after acquiring additional qualification are stifled by the university policies. The findings is consistent with other studies such (Bashir S. , 2011). It however deviates from the findings of Bedeian, (2007) who found employees qualification as non-significant variable in relation to their perception of organization cynicism of university employees in the US.

The findings also revealed a non-significant relationship between gender of respondents and their perception of organizational cynicism. This is inconsistent with the findings of Kanter & Mirvis, (2006) that found a significant relationship between gender and cynicism, and compatible

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however, with the findings of studies such as (Bedeian, 2007; Kalagan & Aksu, 2010) that found a non-significant relationship between organizational cynicism and gender of respondents. Thus, we reject the null hypothesis (H7), as no significant relationship was found between the two variables.

More so, no significant relationship was established between age of respondents and their perceptions of organizational cynicism. This findings is inconsistent with that of (Kanter & Mirvis, 2006) and however consistent with many findings such as (Kalagan & Aksu, 2010; Bedeian, 2007).

4.2.4 Effect of Organizational Cynicism on Organizational Commitment

The third objectives sought to establish the extent of effect of organizational cynicism on commitment of employees in UDS. The overall regression model was found to be statistically significant (p = 0.001, p ≤ 0.05) as shown in both Table 4.8. This means that the independent variables (organizational cynicism) to some extend predicted employee's commitment to the organization. The regression coefficient (Table 4.8) shows the extent at which the independent variables predicts the dependent variable. Thus, the effect size is measured relying on the magnitude of the unstandardized regression coefficient. Employee perception of organizational cynicism therefore predicted their perception organizational commitment given the effect size as (β= -.288, p < 0.05).

From the table, the regression equation is estimated Y= 43.06 – .288x_1. The means that; a unit percentage increase in employee's perception of organizational cynicism in UDS, will lead to ab0.288 decrease in their commitment to the organization. The results is perfectly in line with expectation, and in normal organizational culture and practice, as employees with high

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perception organizational cynicism are expected to experience decline in their commitment to their organizations (Bedeian, 2007; Bashir, 2011). Again, finding of this study also revealed an inverse negative correlation between organizational cynicism and organizational commitment. This finding is supported by a myriad of literature. For example, in his cause-effect structural model, Bedeian (2007) posited that employees' cynicism predicted their affective commitment levels in US based universities, and that employees with high affective commitment experienced low levels of cynicism. Again, Volpe, Mohammed, Hopkins, Shapiro, & Cheryl Dellasega, (2014) findings revealed that organizational cynicism is negatively related to affective commitment of Physicians and Nurses. More so, in their study to establish the relationship between organizational cynicism and organizational commitment of hotel employees in Turkey, Aydin & Akdag, (2016) found employee organizational cynicism a significant predictor of their organizational commitment, and that as organizational increases, attitudes towards organizational commitment decreases. Findings of Nafei & Kaifi, (2013) also revealed that organizational cynicism has a negative impact on organizational commitment of Nurses, Physicians and Administrator of Teaching hospitals in Egypt. The results however deviates from the findings of Erarslan, Kaya, & Altindag, (2018), as they discovered through their regression analysis that organizational cynicism has no influence on employee's organizational commitment.

4.2.5 Effect of Organizational Cynicism on Job Satisfaction

The third objectives sought to establish the extent of effect of organizational cynicism on job satisfaction of employees in UDS. The overall regression model was found to be statistically significant (p = 0.001, p ≤ 0.05) as shown in Table 4.9. This means that the independent variables (organizational cynicism) to some extend predicted employee's job satisfaction in UDS.

The regression coefficient shows the extent at which the independent variables (organizational cynicism) predicts the dependent variable (job satisfaction). Employee perception of organizational cynicism therefore impacted negatively on their job satisfaction given the magnitude of the understand zed coefficient (β= -.274, p < 0.05). Again, reading from the estimated regression equation Y= 4.408 – $.274x_1$ a unit increase in employee's perception of organizational cynicism will lead to .274 decrease in their job satisfaction. Again, this finding is in line with expectations of the researcher and inconformity with organizational behaviour and culture, as satisfied employee is perceived a happy and productive employee, and vice versa (Suma & Lesha, 2013). Thus, as organizational cynicism, which is defined as frustrations with one's job (Anderson & Bateman, 1997) increases, employees becomes more dissatisfied with their job. This is also consistent with the correlation analysis of this study, as employee's organizational cynicism increases, their satisfaction with their job decreases.

The relationship between organizational cynicism and job satisfaction has long been studied across diverse disciplines and professions. Consistent with the study findings, research findings of Bedeian, (2007); Bashir, (2011); James, (2005); Wanous, Reichers, & Austin, (1994); Volpe, Mohammed, Hopkins, Shapiro, & Cheryl Dellasega, (2014) have all revealed negative causal relationship between the two variables, and that employees with high perception of organizational cynicism will experience waning/declining satisfaction about of their job and job situations.

4.2.6 Summary

From the above discussion, it is realized that perception of organizational cynicism is more prevalent among Senior Staff employee groups, then Senior Member Teaching Staff, and Senior

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Member Non-Teaching Staff accordingly. A statistically significant differences was found in perception of organizational cynicism between Senior Member Teaching Staff and Senior Member Non-teaching staff; between Senior Member Teaching staff and Senior Staff; and between Senior Staff and Senior Member Non-teaching staff respectively. Again, an inverse negative relationship was found between organizational cynicism and job satisfaction of employees. And organizational cynicism is also found to impact negatively on employees' commitment and job satisfaction in UDS, albeit the extent of their effect is moderate, given the magnitude of their respective coefficients.

It can be seen from the discussion that organizational cynicism, organizational commitment and job satisfaction relationship have been studied by a substantial body of research across diverse professions and countries globally. However, majority of these studies are limited, contextually and methodologically. The current therefore examined organizational cynicism in its generic sense, and its effects and relationship with organizational commitment and job satisfaction of key employees' groups of a public university in Northern Ghana.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The main objective of the study is to examine the effects of organizational cynicism on organizational commitment and job satisfaction of employees in UDS. Several research questions were asked, and hypothesis tested to achieve this objective. This chapter presents a summary of the major findings of the study, recommendations, practical implications and conclusion.

5.2 Summary of Major Findings of the Study

5.2.1 Extent of Perception of Organizational Cynicism of the Three Employee Groups

The aim of this objective was to determine the extent of existence of perception of organizational cynicism between three employees' groups in the UDS (Senior Member Teaching Staff, Senior Member Non-Teaching Staff and Senior Staff). The mean score for each group showed a remarkable difference in the extent of existence of perception of organizational cynicism. Senior Staff group was found to have the highest perception in organizational cynicism, followed by Senior Member Teaching and Senior Member Non-Teaching Staff recorded the lowest accordingly. Thus, perception organizational cynicism is more prevalent among Senior Staff employees as compared to the other employee groups in the university.

5.2.2 Relationship between Organizational Cynicism and Study Variables

This objective examined the relationship between organizational cynicism and job satisfaction, and other study variables as well. Findings revealed a statistically significant inverse relationship between organizational cynicism and job satisfactions of employees. This means that as

employee's perception of organizational cynicism increases, their level of their job satisfaction decreases. Thus, perception of organizational cynicism correlates with low job satisfaction. This is consistent with findings of the current study, as Senior Staff employee group with the highest score in perception of cynicism also scored the lowest job satisfaction among the three employee groups.

Again, organizational cynicism also correlates inversely and significantly with organizational commitment, albeit weak in relationship. This means that as employee's perception of organizational cynicism increases, their attitude of organizational commitment to UDS decreases. Thus, Senior Staff employee group with the highest score in organizational cynicism recorded the lowest score in attitude of organizational commitment.

More so, a statistically significant (positive) relationship was found between organizational cynicism and qualification of respondents. This finding means that as employees' levels of education increases, their perception of organizational cynicism also increases.

A non-significant relationship between organizational cynicism as dependent variable and gender and age as demographic variables. Thus, no relationship existed between organizational cynicism, gender and age of respondents.

5.2.3 Effects of organizational Cynicism on Organizational Commitment

These objectives examined the extent to which organizational cynicism predicts employee's attitudes of commitment to the university. Finding of the study revealed a significant linear regression model, which means that the independent variables (organizational cynicism) to some extent predicted the response variable (organizational cynicism). Accordingly, the finding shows

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that a unit increase in employee's perception of organizational cynicism will result to .288 decrease in their commitment to the university. The extent of the effect was assessed relying on the magnitude of the unstandardized coefficient of -.288.

5.2.4 Effects of organizational Cynicism on Job Satisfaction

These objectives examined how employee's perception of organizational cynicism affect their job satisfaction in the university. Again, finding of the study revealed a significant linear regression model, which means that the independent variable (organizational cynicism) to some extent explained the response variable (job satisfaction). the finding shows that a unit increase in employee's perception of organizational cynicism will lead to .274 decrease in job satisfaction in the university. Therefore, employee's perception of cynicism impacts negatively on their job satisfaction, given the unstandardized beta coefficient of -.274.

5.2.4 Test of Hypothesis

Result of the hypothesis tested is summarized below

Table 5.1: Test of Hypothesis

	"Hypothesis	*Decision*
1	*H1: There are differences in perception of organizational cynicism among employees' groups in the university*	***Accepted***
2	*H2: there are variation in attitude of organizational commitment of employees in the University*	***Accepted***
3	*H3: there are variation in job satisfaction of employee in the University*	***Accepted***
4	*H4: There is a significant relationship between organizational cynicism and job satisfaction*	***Accepted***
5	*H5: There is significant relationship between organizational cynicism and organizational commitment*	***Accepted***
6	*H6: There is significant relationship between organizational cynicism and gender*	***Rejected***
7	*H7: there is a significant relationship between organizational cynicism and level of education*	***Accepted***
8	*H8: There is significant relationship between perception of organizational cynicism and age*	***Rejected***

5.3 Practical Implications

For Management of UDS, the practical implication of this study begins with recognizing and acknowledging the fact that employee cynicism is a critical deviant work attitude with enormous negative impact on commitment and job satisfaction, and with severe repercussions on organizational performance and productivity.

Management should be aware of the fact that employees do not become cynical overnight. Perception of organizational cynicism is formed from accumulation of undesirable work experiences in organizations over the years. Employee's cynicism, is in fact, a learned attitudinal response to work place adverse circumstances. With the right employee management and appropriate employee-cantered human resource development policies, cynical employees may develop favourable work attitudes.

Management should be aware also that cynicism and cynical employees thrived in organizations with cynical outlook. Inadequate communication of policies, rumour mongering, grape-vine information, organizational politics and unhealthy rivalry/competitions among others, are all factors that provides fertile ground for breeding cynics and cynicism in organizations.

5.4 Conclusion

Drawing from the main objective of the study, the study examined perception of organizational cynicism of three employee groups in UDS, and its effects on employee commitment and job satisfaction. Significant differences in perception of organizational cynicism among the three-employee group were found, with Senior Staff employee group having the highest prevalence in perception of organizational cynicism, followed by Senior Member Teaching Staff and Senior

Member Non-Teaching Staff accordingly. The study also found a negative association between employee's perception of organizational cynicism and their job satisfaction. Again, employee's perception of organizational cynicism significantly predicted their commitment to university, and also employee's perception organizational cynicism impacts negatively on their job satisfaction in the university. Given the magnitude of the unstandardized coefficients, the findings indicate that organizational cynicism impacts negatively on employee's commitment and job satisfaction in UDS.

Contextually, much of literature on the effects of organizational cynicism on employees work attitudes such as commitment and job satisfaction has been insufficiently explored in the Ghanaian cultural context. Using quantitative research approach and uni-dimensional employee cynicism scale, the study highlighted extent of cynicism of three employee groups of a public university in northern Ghana. It further revealed how organizational cynicism affects critical employee attitudinal factors such as commitment and job satisfaction of employees in UDS.

5.4.1 Direction of Future Research

One critical suggestion for future research in organizational cynicism is that the construct should be studied multi-dimensionally. Dean, Brandes, & Dharwadkar, (1998) suggested that organizational cynicism is composed of belief, affect and behavioural dimensions. Though there are evidence that the construct can be studied in its generic sense James, (2005); Bashir, (2011), employee cynicism would be better explored when studied as a multi-dimensional construct.

The study also examines employee's organizational cynicism of public University in Northern Ghana. The scope of future research should be extended to include employees in the private sector, as well as other non-education public sector institutions in Ghana.

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5.5 Recommendations

Based on findings of this study, the following recommendation are proposed as way of mitigating and managing perceptions of organizational cynicism among employees in the UDS;

Findings of the study revealed that Senior Staff employee group has the highest prevalence of perception of cynicism among the three employee groups. Since the contribution of the Senior Staff employee groups is critical in the successful operations of public universities in Ghana, Management of universities must adopt appropriate human resource techniques that will lead to creation of conducive working environment for the formation of positive work attitudes among this employee group. Inclusive and participatory work environment, recognition of employee's contribution to organizational success, improving perception of fairness and transparency of systems in the organizations are worthwhile policies to improving employees positive work attitudes at all levels.

Organizational cynicism is a negative and a counter productive work attitude. Findings of the study found a negative association of perception of cynicism and employee's job satisfaction and organizational commitment. As an important organizational performance factors, issues of employee's job satisfaction and commitment must be taking serous by the university. Management of universities must introduce appropriate human resource policies as way of fighting employee cynicism and other negative employee's attitudes that may provide fertile grounds for employees work dissatisfaction and disengagement. More flexible, open and transparent administrative procedures regarding employee-centred issues such as study leave, promotions, allowances; adequate and timely communication of organizational policies; improving employees job situation by providing facilities, tools and logistics needed for sound

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work may help in reducing employee cynicism, as well as improving employee job satisfaction and commitment in the university.

An extensive evaluation of facets of employee's job satisfaction and commitment must be carried out for employees' groups of all levels in the universities. Outcome of such an evaluation will be helpful in planning and in the adoption of appropriate human resource policies to meet the varying differences in job satisfaction of employee groups in the university.

UNIVERSITY FOR DEVELOPMENT STUDIES

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APPENDIX I

University for Development Studies

Faculty of Integrated Development Studies

Department of Social, Political and Historical Studies

Organizational Cynicism and its Effects on Commitment and Job Satisfaction of Employees in Public Sector Institutions in Ghana: A Study of University for Development Studies

Participant Information Sheet

Dear employee of UDS,

You are kindly invited to take part in this study, as part of requirement for the award of Master of Philosophy in Social Administration degree, University for Development Studies, Wa Campus. The information provided will be of immense importance to examining cynicism as a workplace attitude, and its effects on university educational institution in particular, and Ghana's Public Sector as a whole. Broadly, the objective of the study is to examine the effects of organizational cynicism on organizational commitment and job satisfaction of three employee categories (teaching, non-teaching and junior staff) in UDS.

Your contribution to the study would therefore be much anticipated and appreciated. As part of your participation and contribution to the studies, it is important to read below to get the necessary understanding of the research embodiment, as well as the end impact or result if you choose to participate.

Who will conduct the research?

i

` Abdul Kahar Abukari; a staff of UDS, and a level 600 student of M.Phil. Social Administration at UDS Wa Campus will carry out the survey

What is Title of the Research?

'Examining Organizational Cynicism and its Effects on Commitment and Job Satisfaction of Employees in Public Sector Institutions in Ghana: The Case of University for Development Studies'

What objective(s) does the studies hopes to achieve

Basically, the studies will achieve three specific objectives; To find the extent of existence of organizational cynicism among the three employees categories; To find out the relationship between organizational cynicism and job satisfaction of three employee categories in the university; To find out the extent to which organizational cynicism affects organizational commitment of three employee categories in the university

Why have I been chosen?

If you participate in the study, you would be one of the two hundred and seventy-seven individual participants of the three employee's category in UDS under studies. Each person is chosen on the basis of their job category/classification in the university – senior member teaching staff, senior member non-teaching staff and senior staff respectively.

What would I be asked to do if I take part?

Participating in the study would involve answering series of question in a form of expressing your opinion on variety of issues about your work and the organization (UDS), including your possible feeling and reactions as an employee of the University. A structured questionnaire will be issued to you, and you would be required to answer the questions according to your own feelings, experiences and understanding as an employee of the university.

How long would it take to answer the question?

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Approximately, it would take 5-10 minutes of your time to answer the entire questions.

What happens to the data collected?

The questionnaire will be retrieved one week after date of receipt. The questionnaires will be collated, analysed and presented in a form a written report leading to the award of M.Phil. in Social Administration degree. Summaries of the research findings will be made available to Management of UDS and various employees' unions (UTAG, GAUA, SAA). Individual participants will also be giving access upon request.

How would confidentiality maintained?

As part of ways to protect respondent's identity, and to ensure anonymity, you are not required to provide your name/identity in the questionnaire. The information provided would be treated with the utmost confidentiality, and would be used strictly for the purposed of which it is obtained. Apart from the researcher and the research team, no second party would have access to the data collected.

Where the Studies would would be conducted

The study would be conducted in University for Development Studies in Northern Ghana. Out of the sixteen Faculties/Schools/Institutes in the University, Thirteen would be studied at the Wa, Tamale and Nyankpala Campuses, including the Central Administration.

Will I be paid for participating in the research?

No form of financial remuneration or material compensation will be given for taking part in the study. However the findings and recommendations of the study may be useful for personnel and human resource development purposes, which may directly or indirectly benefit the University and employees as well.

What if I want to contact you?

Contact Information:

University for Development Studies

Faculty of Integrated Development Studies

Department of Social, Political and Historical Studies

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Wa, Campus. Upper West Region, Ghana.

Mobile; 0246019437

UNIVERSITY FOR DEVELOPMENT STUDIES

SECTION A: BASIC CHARACTERISTICS OF RESPONDENTS

1.   What is your age range (in years)? **1**. 18-25 [   ]   **2.** 26-35 [   ]   **3**. 36-45 [   ]

        4. 46-55 [   ]   **5**. 56+ [   ]

2.   What is your gender? **1.** Male [   ]   **2.** Female [   ]

3.   What is your highest qualification **1** HND/Diploma [   ]   **2**. Bachelor Degree or

        equivalence [   ]   **3**. Master's Degree or equivalence [   ]   **4**. PhD. or equivalence [   ]

4.   What is your marital status?   **1.** Married [   ]   **2**. Unmarried [   ]

5.   Which of the following employee category do you belong? **1.** Senior Member

        Teaching Staff [   ]   **2**. Senior Member Non-Teaching Staff [   ]   **3.** Senior Staff [   ]

6.   Which Campus of the University do you belong? **1.** Wa Campus [   ]   **2.** Tamale

        Campus [   ]   **3.** Nyankpala Campus [   ]

7.   How long have you worked in UDS? **1**. Less than 1 year [   ]   **2.** 1 – 3 years [   ]

        3. 4 – 6 years [   ]   **4.** 7 – 9 years [   ]   **5.** 10 years and above [   ]

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SECTION2.   ORGANIZATIONAL CYNICISM SCALE

The statements presented below assess your opinion on organizational cynicism as an employee of UDS. For each item, kindly indicate the extent of your agreement or disagreement of each statement by ticking (√) appropriately

STATEMENT	Strongly agree (1)	Agree (2)	Neither agree /Disagree (3)	Disagree (4)	(5) Strongly disagree
1. I belief that UDS says one thing and does another					
2. UDS policies, goals and it's practices seem to have little in common					
3. when UDS says it is going to do something (*e.g. implement a policy, or a change to improve its operation procedures*), I wonder if it will really happen					
4. UDS expects one thing from its employees, but rewards another					
5. I see little similarity between what UDS says it would do, and what it actually does					
6. I often experience irritation (*emotional discomfort,*					

resentment) when I think about UDS					
7. I often experience aggravation (*feelings of annoyance*) when I think about UDS					
8. I often experience tension (*emotional stress*) when I think of UDS					
9. I often experience anxiety when I think about UDS					
10. I complain about how things happen in UDS to friends outside the organization					
11. I often exchange "knowing glances" with colleagues (*look at each other in a meaningful ways*) on things concerning UDS					
12. I often talk to others about the way things are run at UDS					
13. I criticize UDS practices and policies with others					
14. I find myself mocking UDS slogans and initiatives					

SECTION C: ORGANIZATIONAL COMMITMENT SCALE

Presented below is a series of statement that represents possible feelings that individuals might have about organizations which they work. With respect to your own feelings about UDS of which you are working, please indicate the extent of your agreement or disagreement of each statement by ticking [√] appropriately

STATEMENT	Strongly agree (1)	Agree (2)	Neither agree /Disagree (3)	Disagree (4)	(5) Strongly disagree
1. I am willing to put in a great deal of effort beyond that normally expected in order to help UDS be successful					
2. I talk about UDS to my friends as a great organization to work for					
3. I feel very little loyalty to UDS					
4. I would accept almost any type of job assignment in order to keep working for UDS					
5. I find that my values and UDS values are very similar					
6. I am proud to tell others that I am part of UDS					
7. I could just as well be working for a different organization as long as the type of work is similar					
8. UDS really inspires the very best in me in the way of job performance					
9. I am extremely glad that I chose UDS to work over					

other organizations I was considering at the time I joined					
10. There is no too much to gain by sticking to UDS indefinitely®					
11 Often I find it difficult to agree with UDS policies on important matters relating to its employees (*e.g. Study leave, promotions, reward*)					
12. I really care about the fate of UDS					
13. For me UDS is the best of all possible organizations for which to work					
14. Deciding to work for UDS was a definite mistake on my part					

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SECTION D: JOB SATISFACTION SCALE

Presented below is a series of statement that represents possible feelings individuals might have about certain aspects of their work. With respect to your own feelings as an employee of UDS, kindly indicate the extent at which you agree or disagree with each statement by ticking [√] appropriately

STATEMENT	Strongly agree (1)	Agree (2)	Neither agree /Disagree (3)	Disagree (4)	(5) Strongly disagree
1. I get along with my supervisors at work					
2. All my talents and skills are used at work					
3. I feel good about my work					
4. I received recognition for job well done					
5. I feel good about working at this organization (UDS)					
6. I feel close to people at work					
7. I feel secure about my job in UDS					
8. I belief Management of UDS is concerned about me					
9. On a whole, work is good for my physical health					
10. My salary/wages in UDS is good					

x

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