



Factors affecting organizational cynicism and its implications: A study among faculty members

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ABSTRACT

Cynicism is One of the organizational concepts which recently has been interested in many researchers. The Objective of this research is identifying the factors affecting organizational cynicism and its consequences of faculty members. After reviewing the literature and interviews with 15 experts, we used ANP technique to identify and rank the most important factors affecting organizational cynicism and its consequences. From the factors identified in this research, Perception of organizational politics is was the more important factor that has the greatest impact on organizational cynicism, and then Social cynicism, Violation of the psychological contract, Reducing Organizational Justice, Trait cynicism, reduce organizational support, reduce job security and Leadership style where the next-ranked priorities. Cynicism about change was the most important consequences of organizational cynicism and reduce organizational citizenship behavior, organizational commitment and job satisfaction were the next-ranked priorities. Research findings suggest that universities should consider the factors influencing organizational cynicism and control it to avoid undesired outcomes of this phenomenon.

KEYWORDS: organizational cynicism, The analytic network process (ANP), faculty members

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1. Introduction

One of the most important attitudes of staffs that recently has been addressed by many researchers is the phenomena of Cynicism (Ward, 2014). As studies of researchers show a significant increase in cynicism in universities, Of course, universities also are not immune to this threat. (Ccedil,2012; Arabaci,2010; Bedeian,2007). Factors contribute to the cynicism have different consequences in different organizations. Organizations must always design solutions to manage cynicism. Because the best way to prevent cynicism is controlling and preventing organizations from occurring it in the first place. It will be very difficult to eliminate cynicism when it rooted in the organizations. (Brown & et al, 2017). Many scholars, in various articles, studied cynicism as an independent, dependent and moderator variable, and tested various assumptions of it. By examining the results of these studies, we can identify the effective factors in controlling and managing cynicism. The purpose of this study is to identification and ranking the factors affecting organizational cynicism and its implications among faculty members of universities. In the present study, firstly, by reviewing the literature on organizational cynicism and interviewing experts, the factors affecting organizational cynicism are identified and in the next step, by using the hierarchical analysis process, the most important factors will be ranked by the experts.

2. Research Literature

Cynicism is a hundred-year-old problem in organizations and probably comes back to the fourth century in Greece. Some people believe that the English word "cynicism" is derived from the name of a city near the "Athens", called "Cynosarges". The former philosophers of Greece considered "virtue" as the first priority in all matters. They demanded a high standard of moral, and cynicism was their school of thought and their way of life. Today, in the modern term, cynicism is defined by believing that people with lacking moral virtue are not trusted. Since the 1990s, the issue of cynicism has been noted in a variety of disciplines, such as psychology, sociology and management. (Lorinkova & Perry,2017; Nafi & Kaifi,2013). In the definition of cynicism, it may seem that there is a resemblance between cynicism and some concepts such as "distrust", but researchers believe distrust and cynicism are different in various ways. For example, lack of trust may be due to lack of experience and recognition from others. While specific forms of cynicism, such as organizational cynicism, are almost always based on experience. Also, trust is increasing personal vulnerability to those who are trusted. Exposing yourself to harm means you might see the damage caused by trust. Certainly, when you are exposed to the damage, the benefit is greater than the vulnerability, or when it is important for you to take action that you want someone else to do. While cynicism does not necessarily require individual vulnerability. Different researchers, quoted by Dean et al. (1998), argued that it could be cynic without exposing vulnerability, while trust in the absence of vulnerability was meaningless. Ultimately, cynicism can be distinguished from its broader nature of trust. Specifically, trust is a belief or hope, while cynicism is an attitude that is made up of emotional elements (such as frustration and disappointment) and also considered as a belief. (Dean et al., 1998; James, 2005; Bommer et al,2005; Chiaburu & et al, 2013; Peter& Chima,2018; Durrah & etal, 2019; Bellini &et al, 2015; Nazir &et al, 2016).

As noted, studies by researchers suggest an increase in cynicism in universities. (Ccedil, 2012; Bedeian, 2007). However, the study of the literature on related research shows that there are very few studies of cynicism in universities. One of the related researches in this regard is the study of Hodgins, which was published in 2014. In this ethnographic paper, he describes his experiences of how the personal, cultural, intellectual, and occupational circumstances of a person's personal, cultural, and occupational conditions create a cynicism attitude in his academic life, and why that caused this cynicism has been lost. "One of the clear mistakes of criticism is that it's easy to enter a cynicism field," he believes. In his opinion, "One of the greatest cynicism deceptions has always been that there has not been any demand for it. In an era in which the greatest achievements in the field of research are money, in an age when we focus on the principles of research and the expression of important topics We do not have the freedom to speak, and it's easy to be cynical in an era in which intellectuals' ethics are attacked by human resources professionals. The cynicism is about the power of ideas and the pursuit of justice. However, one of the most important strengths of our profession is that we continue to preserve some of our imagined beliefs in the power of ideas and express them in new ways. This is always a matter of reading a student's article or

having a controversial discussion with a colleague in our mind. In addition, if there are good reasons to change, I accept the change, I can draw from the many historical examples of scholars who dare to apply their own good ideas, dare to ask for justice and new forms of expression, which many of their contemporaries call them Unprofessional, clown and dangerous. What I learned from colleagues, friends, students, moms and scientists is to fight what might be a lost war with cynicism, happiness, love, interest, courage Generosity and intelligence, but a better way to live than having immediate emotions to justify changing the world. " (Hodgins, 2014).

Bedian also conducted a study on cynicism at the University in 2007. He chose an interesting title: "Even if the Tower Is "Ivory," It Isn't "White:" Understanding the Consequences of Faculty Cynicism ". The result of his study was a high level of cynicism among faculty members who attended in Management Academy meeting in 2004. The members of the statistical community of this study were 379 faculty members from among 28 management academies in which 36.3% of the professors, 25.6% associate professors, 34.6 assistant professors, 1.8% coach and 1.8% were unanswered. The survey showed that cynicism among these people has had several consequences. In the conceptual model proposed by the researcher, cynicism has been accompanied by consequences such as reducing organizational identity, emotional commitment, job satisfaction, and increased willingness to leave the faculty. The researcher has claimed that this study was conducted for the first time among faculty members and that it was mostly exploratory, and interviews and questions were made informally and friendly by the researcher among his colleagues. This study confirmed the existence of cynicism in university life as a fact. In addition, the study showed that universities with a higher level of cynicism among faculty members, organizational identity decline, lower levels of emotional commitment, reduced job satisfaction, and increased willingness to turnover. The conceptual model of the research was verified in Fig(1).

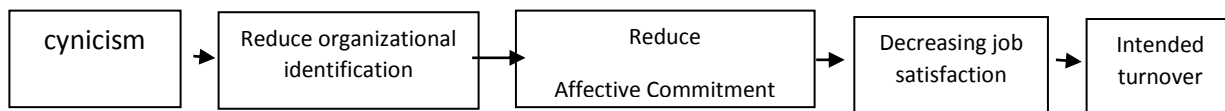


Figure 1: outcomes of cynicism among faculty members (Bedeian, 2007)

In the opinion of the researcher, in order to build trust among the faculty members and attract their support, university directors should establish close relations with faculty members. The realization of this in the first place requires that they actively address the growing cynicism among faculty members and reaffirm the ideals that shape collaborative efforts. (Bedeian, 2007). Organizational cynicism's models In 1997, Andersson presented one of the most comprehensive conceptualizations about cynicism in organizations. This study included a model that used a psychological contract as a framework for studying employees' cynicism and includes many environmental and individual variables. Andersson assumes that employees with a low self-esteem, external control source, sensitivity to justice, high , or poorly-functioning ethics are more prone to adopting a cynical attitude as a result of contract breaches. In addition, demographic characteristics are known as a moderating variable in their study. The model provided by Andersson also identified the features of the work environment as cynicism's predictor. Accordingly, factors in the workplace that may have resulted in the perceived contravention of the contract and, consequently, the formation of cynical attitudes, are classified into three broad categories: the characteristics of the work environment, organizational characteristics, and the nature of the job. (Andersson & Bateman, 1997).

It is not surprising that the model provided by Anderson has become a catalyst for other researchers seeking to discover organizational cynicism. An example of a model of organizational cynicism based on the Andersson model is the model presented by Johnson and O'Leary-Kelly,2003. The model and experimental results show that organizational cynicism, while having a very small effect on the work-related outcomes, acts as a mediator for the relationship between violations of the psychological contract and emotional career outcomes. On the other hand, it has been determined that violations of the psychological contract have a direct and indirect effect on the emotional outcomes of work as well as direct effect on work-related behaviors (Johnson& O'Leary-Kelly,2003). Another study by Andersson & Bateman, 1997 also looked at organizational cynicism. The main contribution of their research was that

they were able to empirically identify and demonstrate the environmental predictor of organizational cynicism proposed by Kanter and Mirvis in 1989. As noted earlier, although they did not claim to develop a comprehensive model of cynicism, but they clearly did one of the few empirical studies that examined the multiple causes and consequences of organizational cynicism. In their study, they defined cynicism as a special negative attitude that has nothing to do with the personality trait of individuals. In this way, they examined the predictor of the condition of organizational cynicism and the potential impacts that this attitude might have on employee behavior. The predictive factors identified in this study included high salaries of executive managers, poor organizational performance, and unplanned employee layoffs. In their study, they also predicted a decrease in the level of organizational citizenship behaviors as consequences of organizational cynicism. (Anderson & Bateman, 1997). Dean and et.al in 1998 adopted a different approach to cynicism's study. Their main focus was to create cynicism as a real attitude and to distinguish it from other work attitudes. They tried to answer this question: "What is the nature of the extreme negative attitudes adopted by many employees about their organization?" To examine this question, they looked at the cynical literature of several different disciplines. They identified different definitions of organizational cynicism. They pointed out that cynicism has been studied through numerous theoretical lenses and its focus on several goals. These goals are: other people in general, social institutions, individual occupation, senior management, and efforts for organizational change. In addition, they differentiated cynicism from other structures, such as organizational commitment, trust, job satisfaction, and job alienation. In an effort to integrate and based on previous cynicism theories provided a new conceptualization of it. The purpose of these new perspectives is to understand the general meaning of this term and provide a framework for exploiting and measuring organizational cynicism. Accordingly, organizational cynicism is defined as a negative attitude toward the employer and consists of beliefs, emotions and critical behaviors. According to this theory, Dean and colleagues show that the early belief in cynicism is that the organization or employer is lacking in integrity. One of the benefits of the conceptualization of it is that cynicism is viewed as a mode and not an attribute, and is not limited to a particular type of work or occupation, and includes a structure consisting of belief, emotion, and behavior. They stated that cynicism could be applied to an individual and organization. (Dean et al., 1998; Peter & Chima, 2018; Durrah & et al, 2019; Bellini & et al, 2015; El-liethiey & Atalla, 2021).

By reviewing the literature and the history of relevant research, the following factors were identified as factors affecting organizational cynicism shown in Table 1. And the consequences of organizational cynicism were also identified in Table 2.

Table (1): study cynicism as dependent variable

Factors Affecting Organizational cynicism	Convergent Views
Social cynicism	(Li & et al, 2011; Andersson & Bateman, 1997)
Trait cynicism	(Chiaburu & et al, 2013; Hochwater & et al, 2004; Kim & et al, 2009; Cartwright & Holmes, 2006; Pelit & Pelit, 2014)
Age, gender, education.	(Raile, 2013; Kanter & Mirvis, 1998; Lobnika, 2004)
Violation of the psychological contract	(Kim & et al, 2009; Cartwright & Holmes, 2006, Choi, 2011; Pelit & Pelit, 2014; Griep & et al, 2019; Bernerth & et al, 2007; Lorinkova & Perry, 2017)
Reduce Organizational Justice	(Kim & et al, 2009; Cartwright & Holmes, 2006; Choi, 2011; Pelit & Pelit, 2014)
Perceived organizational support	(Byrne & Hochwarter, 2008; Chiaburu & et al, 2013, Treadway & et al, 2004)
Job security	(Bommer & et al, 2005; Manzoor & et al, 2020)
Burnout	(Choi, 2011; Cartwright & Holmes, 2006)
Perception of organization politics	(Hochwater & et al, 2004)
Lack of participation in decision making	(Kim & et al, 2009; Cartwright & Holmes, 2006; Choi, 2011; Pelit & Pelit, 2014; Fung, 2015; Hochwater & et al, 2004)

Balance between Job-Demand–Resource	(Bellini & et al, 2015; Mantler&etal,2013)
Leadership style	(Bommer&etal,2005;Lorinkova& Perry,2017;Mantler &etal,2013; Hiller&etal,2011; Rubin &etal,2009; Raile,2013; Kim & etal,2009; Bankins,2020; Manroop,2015)
turnover	(Mantler&etal,2013)
Lack of job independence	(Naus,2007;Byrne&Hochwarter, 2008)
Role conflicts	(Naus,2007;Byrne&Hochwarter, 2008)

Table (2): Study of organizational cynicism as an independent variable

consequences of organizational cynicism	Convergent Views
Increased distrust	Choi,2011;Pelit& Pelit,2014; Byrne&Hochwarter, 2008
Reduce organizational commitment	Lorinkova&Perry,2017;Pelit& Pelit,2014;Choi,2011;Kim & etal,2009; Bommer&etal,2005
Decreasing job satisfaction	Lorinkova&Perry,2017;Pelit& Pelit,2014;Byrne&Hochwarter, 2008
Reduce motivation and low spirits	Bommer&etal,2005; Byrne&Hochwarter, 2008
Unwillingness to show organization citizenship behavior	Choi,2011; Cartwright & Holmes,2006; Byrne&Hochwarter, 2008
Reduce job performance.	Kim&etal,2009;Nafei,2013;Lorinkova& Perry,2017;;Pelit& Pelit,2014;Byrne& Hochwarter,2008;Bommer&etal,2005; Ward,2014
Increased unethical complaints and and absenteeism	Cartwright & Holmes,2006; Choi,2011; Bommer&etal,2005; Pelit& Pelit,2014; Byrne&Hochwarter, 2008
Cynicism about change	(Bommer&etal,2005; Choi,2011; Grama & Todericiu,2016)

3. Research Methodology

According to the research goals, this research can be considered as a type of exploratory research in which the focus of the researcher is on finding factors affecting organizational cynicism and its implications among faculty members. In this research, firstly, through archival studies and using various sources, the main factors influencing organizational cynicism and its implications among faculty members were identified. To analyze the data, the Delphi method has been used to finalize the list of effective factors and the implications of organizational cynicism among faculty members. To determine the significance and weight factors of each factor, the Analytical Hierarchy Process (ANP) has been used. A questionnaire was distributed among the members of the statistical society. It should be noted that the data needed to implement the ANP model should be made on the basis of paired comparisons. The clock range (1-9) was used to score.

4. Research Findings

As mentioned, according to the research method after semi-structured interviews and identification of the most important factors affecting organizational cynicism and its implications among faculty members in Delphi method, a questionnaire based on the pair comparison matrix was provided to the experts. The ANP model is based on group decision, and it should be compiled based on the paired matrix and an integrated group matrix. But before that, it was necessary to ensure compatibility in the comparisons of each respondent. For this purpose, compatibility rates of each responder were monitored by Matlab software. The results of the survey showed that for all respondents in all identified factors, the

compatibility rate is less than 0.1 and be acceptable. After confirming the compatibility rate, the geometric meanings of the respondents' comments were combined and the weights and coefficients of significance were derived from the . The weight and coefficients of importance of the factors affecting organizational cynicism and its identified consequences are shown in Table (3) and (4).

Table (3): Factors Affecting Organizational cynicism among Faculty Members

Factors Affecting Organizational cynicism	Social cynicism	Perception of organization politics	Reducing Organizational Justice	Trait cynicism	Perceived organizational support	Violation of the psychological contract	Leadership style	Job security	Final Weight
Social cynicism	1	0.956	1.643	1.863	3.948	1.319	5.231	3.866	0.221
Perception of organization politics	1.045	1	1.657	2.930	2.370	2.290	3.366	4.282	0.230
Reducing Organizational Justice	0.608	0.603	1	1.185	1.516	0.699	2.290	1.246	0.112
Trait cynicism	0.536	0.341	0.844	1	1.228	0.668	0.563	1.928	0.095
Perceived organizational support	0.253	0.423	0.660	0.814	1	0.412	1.888	1.718	0.078
Violation of the psychological contract	0.758	0.437	1.431	1.496	2.429	1	2.825	3.956	0.157
Leadership style	0.191	0.297	0.437	0.640	0.530	0.345	1	0.956	0.052
Job security	0.259	0.233	0.803	0.519	0.581	0.525	1.054	1	0.054
C.R.	0.0152 < 0.1								

As the table shows, among the eight effective factors identified in the cynicism among faculty members, organizational policy perception has the highest coefficient of importance and leadership style having the least important factor.

Table 4: The implications of organizational pessimism among faculty members

consequences of organizational cynicism	Reduce organizational commitment	Reduce Organizational Justice	Cynicism about change	Reduce organization citizenship behavior	Final Weight
Reduce organizational commitment	1	1.442	0.266	0.630	0.142
Reduce Organizational Justice	0.693	1	0.259	0.505	0.117
Cynicism about change	3.762	3.388	1	3.798	0.545
Reduce organization citizenship behavior	1.587	1.979	0.263	1	0.196
C.R	0.0260 < 0.1				

As the table shows, from the four effective consequences of cynicism identified by the faculty members, cynicism about organizational change, was the highest importance factor and the reduction in job satisfaction was the least important factor.

5. Discussion and Conclusion

Based on the findings of this research, Perception of organizational politics is was the more important factor that has the greatest impact on organizational cynicism, and then Social cynicism, Violation of the psychological contract, Reducing Organizational Justice, Trait cynicism, reduce organizational support, reduce job security and Leadership style where the next-ranked priorities. Also, cynicism About organizational change was the most important consequences of organizational cynicism and reduce organizational citizenship behavior, organizational commitment and job satisfaction were the next-ranked priorities. Therefore, based on the results of this research, the following suggestions are made to prevent organizational cynicism in universities: Regarding the attention to the factors contributing to organizational cynicism, formal procedures need to be developed to provide useful feedback on decisions and their implementation, formal procedures for creating opportunities for criticizing and challenging decisions. The university ; should pay attention to the rights of faculty members and deal with them honestly, pay enough attention to the views and opinions of the faculty members, and behavior with them with kindness and observance. Rewards awarded to faculty members in the university should to the stress and work pressure and their performance. Regarding reduction and control perception of organizational politics by the faculty, which is one of the factors affecting organizational cynicism among faculty members of the university, it is recommended that power should distribute in the organization and not only be in ; hands of a powerful group. Regarding the violation of the psychological contract and the prevention of its creation in the university, it is necessary for the university to fulfill the commitments and promises that were given to the faculty at the time of its recruitment and during its training. Attention to future improvement programs and the correct implementation of programs that are proposed to solve the university's problems can be effective in reducing the cynicism about change among faculty members. Increased perceived organizational support is another factor that can be effective in reducing the organizational cynicism among university faculty members. In this regard, it is recommended that the universities should appreciate the efforts and responsibilities of faculty members beyond their minimal role requirements and their views and opinions.

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ETHICAL CONSIDERATION

Authenticity of the texts, honesty and fidelity has been observed.

CONFLICT OF INTEREST

Author/s confirmed no conflict of interest.