Antecedents and Consequences of Organizational Cynicism: A Study of Advertising Sector

Hira Toheed1, Muhammad Ismail Ramay2
1,2Bahria University, Islamabad, Pakistan

Abstract

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

Key words: Cynicism, organizational commitment, organizational Change, negative attitude resistance

Introduction

Media Industry is developed to be the largest growing sector since ten years specifically in Pakistan. Originally, TV Channels, newspapers and radios were considered to be the only transfer medium for entertainment and information to its people, however, after 20th century, globalization cloud started hovering on all main industries of Pakistan including advertising sector. Fortunately or unfortunately, globalization has stretched limited boundaries of media to digital, social networking and wireless phenomenon. (Haleem. A, 2017). Due to this, drastic organizational changes have been observed in private advertising companies regarding their strategies and team building issues e.g., decrease in financial capitals, rapid synchronization in the digital capabilities, decentralization, shuffling of employees within the organization etc. As a consequence, employees in these organizations had to adapt themselves to settle with these changes. But this would have been an ideal case. Instead many private organizations showed up with the negative attitude of employees towards these changes. In that case, things become tough and tremendously close to the state of denial and making efforts towards resistance to this change. (Gul, Obaid, & Ali, 2017)

In today’s dynamic environment, organizational change is not counted to be the trivial part of the businesses in order to survive in the markets. Any change in organizational culture is brought by top management to earn more profit and good repute of the organization and somehow this is their basic right to initiate and control such decisions (Aslam, Ilyas, Imran, & Rahman, 2016). However, there may be some organizations that communicate all policies and procedures to the employees that are directly related to their jobs or task responsibilities. This promotes a sense of ownership in employees for their
organization (Riaz & Ramay, 2010). This organizational change when not perceived through positive informational and relational context, paves the path for cynicism within the organizations. Cynicism has often been theorized as a negative attitude, behavior or personality trait that affects performance of the employees in a vicious cycle of goal oriented approach (Twale, 2017). A standard phenomenon is observed that employees feel stressed and insecure at workplace when collaborated with a change, hence, resistance towards this change is typical reaction towards lack of participative decision making (Barrett, 2015).

Different studies depict the behaviors of employees due to change occurred in organizations (Stanley, Recchia, & Lopaschuk, 2005). That results in negatives responses and distresses their loyalty to organization. Moreover uninformed changes in organization will shake the employees job satisfaction and job commitments level (Aslam et al., 2016). It is very important for the employees that they should know why the specific change occurred in the organization (Ross et al., 2013). Previous researches have revealed that team leaders or top management is behind the control of sudden changes to the organizations. Moreover, they are responsible for taking the middle and lower management in loop. (Y. Qian, 2013). However, some studies claim that cynical behavior may be checked in other sectors of Pakistan except banking sector (Peter & Chima, 2018). So the aim of this research paper is to explore a theoretical framework of cynicism in organizations among antecedents along with consequences of organizational cynicism in advertising industry. This study will be helpful to observe the meaningful impacts of cynical behavior which remained under research in Pakistan (M. A. Khan, 2014).

**Literature Review**

**Organizational Cynicism**

Past researchers favored as cynical behavior as a negative attitude with a pack of three dimensions i.e, cognitive, sentimental, and communication framework of this whole concept. These dimensions have been proved useful for operationalization of organizational cynicism as a variable. (Dean Jr, Brandes, & Dharwadkar, 1998). These rational dimensions, somehow, termed cynicism as creating a negative environment that affects the organizational commitment level and employees do not agree with this change and tries every possible way to not accept it. It may result in turn over or may be black mailing the top management at the cost of company’s confidential documents to be damaged (Mirvis & Kanter, 1991). The sensitive dimension of cynicism is specified in emotionally practiced frameworks, for example, loss of self-esteem by employees and despair (Kim, Bateman, Gilbreath, & Andersson, 2009) or disbelief from the organizational culture (Johnson & O'Leary-Kelly, 2003). Last but not least, communal side of workers flexibly or maybe surreptitiously performing their cynical attitude is crucial to be theorized in simple words. However, the information employees received and what type of relation they are having with the company matters a lot. When employees are attached spiritually towards its organization, and a sudden change is brought up without their consent, the trust of employees on management breaks desperately (Wanous, Reichers, & Austin, 2004). Hence, cynicism in organizations may be considered as disbelief of employees, assortment, philosophy, social agreement or establishment (Andersson & Bateman, 1997).

**H1:** Organizational Cynicism is positively associated with its descendants.
Organizational Commitment

Employee commitment level in organizations plays a significant role for industrial psychology or organizational behavior. It is an integral fragment because of the proven past research which proved association among OC, employee behaviors and attitudes in organizations (Porter, Steers, Mowday, & Boulian, 1974). Similarly, OC is measured in the public, remote, govt. industry wrt global environment has also adopted it newly. Initial exploration absorbed on outlining the idea and up-to-date research lasts to assess organizational commitment via two popular approaches, attitudes related to commitment and behavior related to organizational commitment (Walker et al., 2007). It was also explained that the impact of any organizational change when faced through cynical behavior of employees surely shakes the level of employees commitment to the organization i.e. No support, less information, high cynicism, lack of employee recognition in the organization (Aslam, Arfeen, Mohti, & Rahman, 2015).

H2: Organizational cynicism is significantly related to organizational commitment.

Resistant to Change

Previous researchers studied advanced and raised the level of RTC (Resistance to Change) its idea and offered the directional measure of the struggle against organizational change (Oreg, 2006). Consuming any move of dimensional RTC, academics presented that RTC is destructively related to worker’s comfort level in any organization going through change. However, it depends upon the values, belief and culture of the employees in the organization (Berson et al., 2014).

In global era, business atmosphere harvests variation at organizations further unexpectedly became regular than ever before. It was also observed that Mergers, achievements, new knowledge, rearrangement and rationalizing are all influences that underwrite to a rising climate of doubt (DiFonzo & Bordia, 1998). It was also considered at one time that there are diverse modes of changes in organizations containing intentional versus unintended or incremental (sluggish, steady) against transformational (central, essential) and much more. Momentous variations support all contributors for recollecting scope with standpoint in the countless thicknesses of recurrent hindrances throughout organizational change (Kour & Sudan, 2018). Any change in the organization is not successful until or unless it is accepted by the employees therefore, the organizational managers, practitioners, researchers are exploring and determining issues related to organizational change. Many change failures of organizations were reported in past years which cause huge losses to organization (Petrou, Demerouti, & Schaufeli, 2018). Some researchers highlighted that higher management have desired to find out what were reasons of change programs failures in the organizations. Studies provided evidences that resistance of employees to any change is the main cause of it (Katzenbach & Smith, 2015).

H3: Organizational cynicism is negatively related with resistance to change.

Informational and Relational Context

Essentially, the data apparently drawn through a worker and its staff or Coworkers about cynical behavior or trust affirmation are the two authoritative aspects which supports to initiate the modification in administrative organization in a bond with organizational performance (Dabholkar, 2015). Therefore, Trust management is categorized in two parts. First one is as a procedure that can help an individual to trust well-intentioned towards other entities. The impact of trust is noteworthy mark of victory for survival at workplace because it boosts employees to collaborate with coworkers and their staff. However, tempting these two features at once, one can verbalize the meaning of trust management in
the following words (Sankowska, 2016). The actions of generating classifications with approaches which permit depend on gatherings to mark valuations and results concerning the trustworthiness of possible transactions including threat and permit players and arrangement holders to upsurge and properly signify the dependability of their organizations (W. Z. Khan, Aalsalem, Khan, & Arshad, 2017).

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

**Methodology**

**Population and Sample size**

The sample size for the study was 242 out of 250 responses comprising of all the three levels of management from 05 advertising agencies that are enjoined with large media sector of Pakistan. This kind of selection was done in order to eradicate the chances of possibility of biasness and mistakes in the process of data collection. Respondents were nominated on unsystematic basis to diminish any probabilities of discrimination i.e. maybe age, race, gender or religion etc or size of any association. In this process, available data from available respondents were taken as “take-them-where-you-find-them” (Cozby, 1997). The technique used is snowball Sampling (Biernacki & Waldorf, 1981). The sampling method used is snowball sampling. Through survey method, Questionnaires were dispersed in five different advertising companies and filled under personal supervision.

**Instrumentation**

Instrument for data collection were collected from past researches; Workers’ insights of cynical behavior involve (Colleague cynicism) restrained on a simple 5-item Likert measure adopted (J. Qian, Wang, & Li, 2008). The instrument for the variables was adopted from three diverse cynicism scales. Cynicism Scale and Organizational Commitment Scale were measured on 13 item and 7 item scale respectively (Houston, 2005; Porter et al., 1974). Informational Context was measured by a 6-item scale (D. B. Miller & O’Callaghan, 1994). Relational Context and Resistance to change had been measured through 8 item scales (Nesbit, Clark, O’neill, & Barnwell, 1996). Five-point Likert scale from Strongly Disagree to Strongly Agree was used (Matell & Jacoby, 1971).

Reliability test demonstrates the values of Cronbach alpha for all the variables. All measures utilized in study have suitable internal consistency and reliability. Past research says that variables having reliability value more than 0.70 are reliable (Nunnally, Shields, & Hynson, 1987). The reliability of the adapted scale for Organizational cynicism and relational context was 0.637 and 0.675 respectively by deleting two items. These reliability figures states that scale was reliable and valid. To determine validity of constructs, the Cronbach alpha of every variable should be above than 0.6, even though figure of 0.5 and these are satisfactory for greater samples or for extensive detailed analysis (Hair, Black, Babin, Anderson, & Tatham, 1998). To determine reliability of a factor, a Cronbach alpha of over 0.6 is usually required but for exploratory work or for large samples, it may be 0.5 (Field, 2000). It is very important to check the validity and reliability of scales adapted from previous researches and Cronbach alpha gives an evident standard for that.
Data Analysis

Table 2: Correlation matrix

<table>
<thead>
<tr>
<th></th>
<th>Organization Cynicism</th>
<th>Resistance to Change</th>
<th>Informational Context</th>
<th>Organizational Commitment</th>
<th>Relational Context</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Cynicism</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resistance to Change</td>
<td></td>
<td>.242</td>
<td>-.078</td>
<td>.229</td>
<td></td>
</tr>
<tr>
<td>Informational Context</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>-.046</td>
<td>.73</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>.474</td>
<td>.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>242</td>
<td>242</td>
<td>242</td>
<td></td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>.924(2**)</td>
<td>-.165(*)</td>
<td>-.104</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>.000</td>
<td>.01</td>
<td>.108</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relational Context</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>.023</td>
<td>.35</td>
<td>.652(7**)</td>
<td>-.006</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>.717</td>
<td>.00</td>
<td>.000</td>
<td>.922</td>
</tr>
</tbody>
</table>

** Correlation is significant at the level of 0.01.
* Correlation is significant at the level of 0.05.
N = 242

Table 3: Chi-Square - H1

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>df</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi</td>
<td>13.444</td>
<td>12</td>
<td>.338</td>
</tr>
<tr>
<td>N for Valid Cases</td>
<td>242</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Value of $\chi^2_{cal} = 13.444$, and $p = 0.338$. Therefore, null hypothesis is positively associated with OC is not supported.
Table 4: Chi-Square - H2

<table>
<thead>
<tr>
<th>Value</th>
<th>df</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ChiSquare</td>
<td>7.306</td>
<td>4</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>242</td>
<td></td>
</tr>
</tbody>
</table>

Here, the results for $\chi^2_{cal} = 7.306$ and $p = 0.121$, therefore, it is derived that there is no positive association between OC and the information perceived by employees. Now such results fully support the previous research, since past researchers say that employees perceive information related to change in an excellent manner (K. I. Miller & Monge, 1985).

Table 5: Chi Square Test of H3

<table>
<thead>
<tr>
<th>Value</th>
<th>df</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi-square</td>
<td>9.4</td>
<td>4</td>
</tr>
<tr>
<td>Valid cases-N</td>
<td>242</td>
<td></td>
</tr>
</tbody>
</table>

Similarly, from the table above, it is evident that hypothesis for significant association between OC and relational context is accepted. Such results are supported by the previous researches that say about the fact that relational context impacts attitude development throughout organizational change (Salancik & Pfeffer, 1978).

Table 6: Chi Square Test of H4

<table>
<thead>
<tr>
<th>Value</th>
<th>df</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>12.696</td>
<td>4</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>242</td>
<td></td>
</tr>
</tbody>
</table>

The table indicates that $\chi^2_{cal} = 12.696$ and $p = 0.013$, therefore, there is no positive relation between OC and resistance to change. The results fully. Results are supported by past research which discovered that people can decline the requirement for organizational change and therefore refuse the responsibility to make further planning with respect to this change (Agocs, 1997).

![Figure 1: PATH ANALYSIS via AMOS](image)

This model was analyzed through AMOS and it was revealed that the model is partially matching with the empirical data in this study. A significant amount of model of variance is presented. Model Fit results shows that chi-square test shows significant value is less than 0.05, as the model is
0.047, this suggests that model fitness is ok. RMSEA is shown to be 0.001 and when it is less than 0.05, therefore, the model is accepted.

Discussion

The results reveal that there is a positive relationship between OC and organizational commitment level. The researchers also discussed that workers who feel they are well managed and show concern for their organization and therefore have advanced levels of commitment (Eisenberger, Fasolo and Davis-LaMastro, 1990). Associations ceaselessly alter their course to get comfortable with the social and monetary circumstance. To completely actualize a cautious authoritative change, it is imperative to expand the arrangement of all associations in the association. In any case, authoritative change regularly meets opposition. The examination suggests that trust is an overwhelming component in the manner in which specialists encounter the qualities of authoritative change. In this record an exertion is made to exactly recognize the components identified with assume that actuate representatives to be less skeptical about the change. Pondering will be offered both to trust and to unwavering quality, with a particular spotlight on trustworthiness and capability.

The outcomes demonstrate that the related factors are not steady. They may fluctuate starting with one culture then onto the next over some undefined time frame. These inconsistencies attract thoughtfulness regarding the way that social contrasts must be considered when managing workers. The examinations found that the general administration culture and style driven by the activities of senior administration are unequivocally identified with the level of worker commitment. It is very important to recognize the factors that can lighten the negative results of organizational cynicism. Job satisfaction and team support will compensate for the change that occurred in the organization and will satisfy the cynical employee. The results provide evidence that organizational cynicism can confuse employees with self-awareness and poor self-esteem, and are cynically subject to seeing the actions of companies. Studies also indicate that disadvantaged economic circumstances and negative administrative actions, for example the restructuring of organizations, could lead to higher levels of cynicism among those already inclined (Scott and Zweig, 2016).

Limitations & Implications

It is a decent practice for any exploration preparing to make reference to its advantages and imperfections. This examination has been completed in a restricted time span and, accordingly, it is conceivable that some vital territories have not been featured effectively. Of a quantitative sort, the past investigation manages the particular skepticism of progress accordingly factor. Be that as it may, quantitative information cannot uncover the rich interest of skeptics and the different communicated types of pessimism. To examine this issue, future research could accumulate subjective information to portray the substance of worker criticism. Along these lines, they will be appropriate to be incorporated into the wide range hierarchical atmosphere or worker mentality reviews. Steady with the call for past examinations to proceed with research on the reasonable and operational meanings of skepticism, the corroborative factor breaks down revealed here recommend that negativity towards change can be estimated dependably in broad daylight segment settings and that open area workers are plainly ready to separate criticism towards the difference in option authoritative factors, for example, uprightness, ability and trust in best administration of the general population division. Analysts and experts may likewise have extensive certainty that the trustworthiness of senior open part administration would now be able to be estimated dependably (Berg, Stewart, Instravia, Warren, and Simons, 2016).
This investigation has been affirmed to think about the connection between authoritative criticism and four noteworthy factors, data, social setting, hierarchical responsibility and protection from change in the working environment in the media part of Pakistan. The consequences of this exploration are amazingly gainful for Pakistan's private media part, since it is obvious from the outcomes that most workers are this issue when characterizing authoritative skepticism as a negative mentality toward the association, which includes certain sorts of certainty, development, and social inclinations. This conceptualization adjusts off the period of a generous research program on hierarchical criticism. A fundamental advance will be to put into task our guideline of hierarchical negativity utilizing the tripartite development that we have presented from the reasoning of disposition. A next primary advance will be to begin speculatively and observationally to manage the reasons for criticism in associations. Scientists could possibly benefit an assortment of duplicates to foresee why a few people are considerably more pessimistic about their associations than others. For instance, authoritative negativity may not be communicated because of strategies that include hierarchical duty, social and educational effects, hierarchical change, or the goal to oppose that change.

A third stage will be to control the assets of hierarchical negativity. The results of skepticism may incorporate builds, for example, authoritative duty, hierarchical citizenship and, now and again, might be the expectation to oppose change, for example, worker support and process change. In spite of the fact that it has gambled to some degree by the impacts of negativity in the association, observational work will be expected to answer this inquiry with finish conviction. All in all, authoritative skepticism shows a novel and invigorating exploration opportunity, which gives shape yet in addition energies past current ideas and hypothetical plans. Research on negativity should enable us to recuperate a demonstrate that is an authoritative change in present day associations, and maybe discover better approaches to oversee or stop it. Notwithstanding these, media organizations in Pakistan, it is important to comprehend that the execution of representatives in a working environment relies upon the demeanor and conduct of staff and organization. By and large, this examination is to a great degree beneficial for Pakistan's private media part and the discoveries of this exploration can be connected quickly to acquire profits.

The huge connection between hierarchical responsibility and authoritative criticism is uncovering of the way that private part associations have not satisfied the points of view of workers. The pay structure and the development of the private profession that pursue the lead of predominance and ampleness make that a large portion of the workers feel disappointed with their employments and can in the long run produce authoritative negativity. Likewise, this examination has a few commonsense ramifications amid hierarchical change. Executives are encouraged to give convenient data about the change to representative supervisors, since the apparent nature of the data has the best impact on the particular skepticism of the change. Executives must guarantee that everybody has a similar access to change data. In the overview poll, a few workers reacted that they don't comprehend what is going on with the change. Administration data ought to clarify the need and directions for change, so educators are clear about where the change is taking them. Essentially, the state of mind of representatives has a tendency to be affected by their nearby associates, chiefs must know about the cooperation of workers about the change. The organization is encouraged to give more independence to the individual divisions and empower discourses at the departmental level to get sustenance from its individuals.
Conclusion

At last, trust in organization is a standout amongst the most imperative determinants of the particular criticism of progress. In any case, in this overview, they don't have an exceptionally huge relationship. It is fitting to comprehend the way of life and history of the organization specifically and attempt to create a feeling of network before rolling out the improvement system. Moreover, the organization ought to react not exclusively to the resistance's outer weight yet additionally to the inward requests of the representatives. Since, representatives are the most valuable resources for any association. It is exceptionally hard to execute an effective change inside an association without the cooperation of representatives.

References

Field, J. (2000). Lifelong learning and the new educational order. ERIC.


Twale, D. J. (2017). Understanding and Preventing Faculty-on-Faculty Bullying: A Psycho-Social-Organizational Approach: Routledge.
