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

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Abstract

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

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

1. Introduction

This paper proposed an empirical test and a consolidative model of organisational cynicism that comprises of predictors, mediator and consequences. It shows a systematic and consolidative assessment of negative aspect of cynicism, specifically towards the organization. Contribution of this study offers more informed understanding of organisational cynicism construct because previous researches show the presence of cynicism in different types organisations"^{1,2}. Similarly, it has been observed in different organizations in Malaysia. Therefore, to broaden the research, this study proposed to be conducted in educational working environment. It is expected that this

study produces valuable information which not only contribute to widen up the understanding of cynicism but also provide a dynamic and thoughtful perception related to cynicism in educational organizations in Malaysia. Researchers emphasizes that the schools' system has shown high level of strain as compared to other white-collar employees^{1,2}. It has been determined by research that most of the teachers have high level of exhaustion in their profession but they still want to continue in this profession which presumed to effect on the students negatively due to the behaviour of the teachers³. It has been observed that women working in this profession in Malaysia are being caught with different kind of emotional and traditional issue⁴. Moreover, heavy work load

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with long working hours in such a stressful environment of the job in nominal wages increase the brain strain. The profession usually becomes plagued by a high turnover rate, those employees who want to continue in this profession take days-off, later quit from job and some perform inefficaciously with their co-workers because of work-related stress"5.6.

This study works on exploratory and descriptive types of research design because it explores the mediating effect of organizational cynicism between workplace incivility and psychological contract violation and Organizational Citizenship Behaviour. Public secondary school teachers from Johor state of Malaysia are targeted on the bases of random-effects modelling from the total population to collect the data to examine predictors and outcome of organizational cynicism.

2. Literature Review

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

The reasons for choosing school teachers to explore organizational cynicism are multifold. First, there are numerous past studies^{7–12}. Empirically investigated the issues of cynical attitude in nursing staff but very rare literature can be found on high school teachers. Although teaching and research profession report to be as stressful as the nursing. Second, the school teachers in Malaysia are going through similar behavioural and attitudinal problem as nursing staff. Third, it has been observed after reviewing the literature, organizational cynicism has rarely been explored in public higher school teaching profession in Malaysia.

Within the context of this study, social exchange theory supports this assumption. "Social exchange theory is relevant where people have expectation from one another and attract them for one's own interest. Such egocentric approach produces cynicism in organization among employees¹³. Past researches related teachers strain have not focused clearly on cynicism limit in schools"14, therefore, scrutinizing this topic has been considered for this study. In15 discussed that social mistreatment can take a variety of forms. Workplace incivility is less intensified as compare to other deviant behaviours, such as workplace violence16, workplace aggression17, workplace bullying and workplace harassment, despite of, it still has important impact. In this scenario, incivility is not only limited to verbal abuse but it can also be nonverbal" which has some disrespectful nonverbal behaviours include glaring, ignoring, or excluding colleagues¹⁸. Moreover, keep the phone bells loud or not turning off mobile phones during meetings, leaving a jammed printer, gossiping and snapping at co-workers are suggested examples of uncivil behaviours in organisations¹⁹. Incivility differs from other forms of workplace mistreatment as a challenge at workplace norms and low intensity. Incivility has been found to impact employees' health and wellbeing²⁰, reduce productivity levels^{21,22} and influence OCB.

In previous research cynicism was viewed as substitute of depersonalization phase of burnout²³ this study is relevant to organizational cynicism awareness in education. In found that negative attitude may negatively affect Organizational Citizenship Behaviour (OCB) among teacher, mistreatment of co-workers may also take place where work load stress is also there with a wide range of factors. Therefore, workplace incivility, perceived psychological contract violation consider as a predictor of organizational cynicism. This study undertakes almost all the possible future calls to extend the previous models on organizational cynicism. In²⁴ has developed unified model of organisational cynicism and explored the predictors and outcomes of organizational cynicism and suggested that future study should examine organizational cynicism as a mediator and effect on OCB.

3. Methodology

Research methodology including statistical procedure with description of survey instruments, data collection method and targeted population with their brief introduction to this research. With the validity and reliability of measurement scale, also present statistical analysis technique which used to elaborate all hypotheses. There are different schools has been taken for the targeted population. Each school has different population size, there

for according to the rato, the survey questionnaire will be distributed on random sampling of the teachers^{25,26}. The size of teachers in each school is different from each other therefore random-effect modelling is considered more appropriate for this research.

4. Significance of Research and **Discussions**

This research decided to focus on public high school teacher to explore the predictors and the outcome of organizational cynicism. There are 10 districts in the Johor state of Malaysia. Johor district has been selected for survey due to one of a large number of populated states and there are a number of public and private schools, but the current study aim to focus only public high schools. Previous studies observed the relationship among organizational characteristics, perception of organizational support and horizontal violence as predictors of organizational cynicism^{1,22,26}, lack of studies found to explore the workplace incivility and PCV as predictors and OCB as an outcome of organizational cynicism.

5. Conclusion

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

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