Analyzing the Effect of Organization Cynicism on Intention to Leave: A Case Study on Nola Cupcakes

[1]Lubna Amer Beheiri, *Teaching Assistant, Faculty of Commerce and Business Administration, Future University in Egypt.*

[2]Engy Samy Ahmed, *Assistant Lecturer, Faculty of Commerce and Business Administration, Future University in Egypt.*

[3]Ghadeer Mohamed Badr ElDin Aboul-Ela, *Associate Professor of Management, Faculty of Commerce and Business Administration, Future University in Egypt.*

Abstract: *In organizations' turnover rate is an important factor that has to be put into consideration. Turnover is related to an employee developing an intention to leave work. Understanding the factor that can lead an employee to leave their job, and determining the factors that leads to intention to leave is an important subject to turn attention to. The main purpose of this research is to discover organizational cynicism, which is a new phenomenon that affects the level of intention to leave, and how can organizational cynicism differ according to gender differences.*

This research explores these factors in details, adverse effects, and possible results that could be useful in limiting the rate of organizational cynicism which leads to intention to leave in organizations. The method used in this research is a case study on Nola cupcakes bakery.Questionnaireswere distributed among all the employees working in Nola. Results showed that a positive relationship between organizational cynicism and intention to leave, and difference in the level of organizational cynicism held among females and males.

Keywords: *Organizational cynicism, Intention to leave, Gender differences.*

I. Introduction

Today's management world is very much concerned with the ability to manage the employees' psychological state and motivation in order to retain employees and avoid high rate of intention to leave. Intention to leave refers to the conscious and deliberate willfulness to leave the organization (1). It is becoming a serious issue, in many countries intention to leave is giving sleepless nights to human resources managers. It will lead to several consequences as the costs of high workers intention to leave, recruiting employees and training them.This study focuses on explaining the concept of organizational cynicism, in relation to intention to leave, and how gender affects the level of organizational cynicism. Organizational cynicismhappens mostly when employees no longer value the work they do and they start developing a sarcastic attitude towards their jobs.

The level of organizational cynicism differs between females and males depending on the type of job or field of work that is being experienced, some jobs tends to have higher level of organizational cynicism in females and vice versa. Employees may leave their jobs due to social, psychological or financial issues being the major factors, or they may also feel a lack of commitment and belongingness to the organization.

II. Theoretical Background and Literature Review

2.1 ORGANIZATIONAL CYNICISM

The concept of cynicism has become the subject of various disciplines in social sciences like philosophy, religion, political science, sociology, management and psychology (2). Generally cynicism means people are committed with unethical behavior and negative attitude towards jobs (3). It can as well be described as being negative and cynical about others. Some researchers believe that cynicism is a personality trait or attitude rather than a lifestyle (4).

Cynicism is a result of an employee's belief that the organization lacks honesty. However, organizational commitment and job satisfaction are key job attitudes (5). Lack of stress, lack of support, lack of communication, and control over decision-making process are some factors that compel cynicism. Organizational change cynicism is defined as a pessimistic view point about the success of change efforts; because, the staff who is responsible for the change is blamed for being unwilling and inefficient. There

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may be cynical feelings among workers when failures are experienced about change (in the past) or the leader of organization offer new change programs.

Thus, cynics doubts about the truthfulness of what managers talk about (6).Organizational cynicism is defined as general and specific attitudes characterized with anger, hopelessness, disappointment and a tendency to distrust individuals, groups, ideologies, social abilities or institutions (7). It arises when employees believe that their organization can be deficient in honesty. This may especially result from the perception of which basic expectations related to morality, justice and honesty are despoiled. Organizational cynicism is conceptualized as a future-oriented quality and asserted that it represents "acquired thought" through experiences (8).

2.2 DEFINITION OF ORGANIZATION CYNICISM

Cynicism a word where several scholars differently defined it according to the Merriam-Webster dictionary (1993, p. 323) (9) cynic is; "one who believes that human conduct is motivated wholly by self-interest". They also "agree that lying, putting on false face, and taking advantage of others are fundamental to human character and people are just out of themselves and that such cynical attitudes about life are paralleled in attitudes about work". This is also proven by Macmillan's dictionary "The attitude or behavior of someone who is willing to let other people be harmed in order to get an advantage".

The concept of organization cynicism has been applied in a variety of contexts and has taken on fairly different meanings. Some scholars have focused on organization cynicism such as a form of negative orientation or apathy, whereas other definitions presented cynicism as a lack of faith in management or the belief that change attempts will fail. Other definitions presented cynicism as a disbelief in peoples' motives. It has been acknowledged that cynicism often reflects basic philosophy about human nature, a general attitude that others cannot be trusted or depended on to be trustworthy and sincerity.

Organizational cynicism is defined as "a negative attitude toward one's employing organization, comprising three dimensions: (1) a belief that the organization lacks integrity; (2) negative affect toward the organization; and (3) tendencies to disparaging and critical behavior toward the organization that are consistent with these beliefs" (9, p.345). Cynicism is the attitude of the individual in which they are pessimistic about their latent purposes, they explain things based on disappointment, and their tendency is to pay attention to others as an instrument to take care or increase their interest (11).

Cynicism is a negative attitude that includes three dimensions, namely; ***cognitive, affective, and behavioral dimensions***of the cynical construct (10) (12).

- **The Cognitive Dimension:** the belief that the organization lacks moral attitudes. Referring to the lack of sincerity, honesty, and justice. Cynics also believe that all these principles are absent and that all human beings are dishonest and incomprehensible.

- **The Affective Dimension:** the strong emotional reaction towards the organization. Cynics are disrespectful toward their organization and may feel ashamed of working for such an entity.

- **The Behavioral Dimension:** tends to criticize the organization frequently. However criticizing may occur in various forms but it's mostly about the organizations lack of honesty.

2.3 Types of Cynicism
2.3.1 PERSONALITY CYNICISM:
Personality cynicism, the first type of cynicism, generally reflects the negative conception of human behavior, inherent and unchangeable. This type is characterized as cynical weak interpersonal relations (13). Personality cynicism is centered on hostile tendencies and negative perceptions towards others (10).

2.3.2 Social/Institutional Cynicism:
This type of cynicism is regarded as violation of the social contract between individual and society (13). Social cynicism includes disappointment about society, its institutions and other elements and generally consists of people's impressions about others (10).

2.3.3 EMPLOYEE CYNICISM:
Employee cynicism is defined as a negative attitude towards the organization, managers, co-workers and other objects in the workplace. This is because of employees facingobstruction, insecurity and disappointment in the workplace. Employee cynicism is also defined as new symbol of the relationship between employee and employer emerging as a result of long working hours, constant derogation, work density, ineffective leadership and management, as well as new methods in the workplace (14).

2.3.4 VOCATIONAL CYNICISM:

Vocational cynicism is also known as job cynicism. Vocational cynicism is characterized by insensibility, disagreement, insensitivity and lack of tenderness (13). Its first dimension is individual-role conflict (the conflict between organization and personal values) while the second dimension is role uncertainty and conflict. Vocational cynicism is more prevalent in the professions in which there is low status and esteem (4).

2.4 INTENTION TO LEAVE

Intention to leave is defined as an employee's plan, the conscious and deliberate willfulness to leave the organization looking onwards to find another job in the near future (15), employees will start to develop an intention to leave when they no longer value the work they do or feel motivated. Intention to leave captures employee's evaluation and perceptions of job alternatives (16 & 17).

Theoretical and empirical evidence suggest that intention to quit is an important variable to understand actual employee turnover (18). Most researchers have accepted that leave or stay intention with a particular employer is the final cognitive step in the decision making process of voluntary turnover and leave intention of employees is purely behavioral in nature (19).

Meta correlation studies by (20) reported high correlation between intent to leave and employee turnover. (21) Further argue that more attention should be given to the direct and indirect influences of factors on intention to quit as opposed to the actual act of turnover. Thus, from the employer's standpoint, intention to quit may be more important variable than the actual act of turnover.

In most of the turnover studies, researchers focus on work-related attitudes and employment alternatives. According to these approaches, job satisfaction is considered to be an important and principal determinant of leave intention. Many studies have proved job satisfaction as a reliable predictor of turnover (22) and shown to have a direct effect on leave intention as well (23).However, the traditional model does not hold true in all cases. Research has shown that before changing job, people make comparisons between the investment made in the job or organization, the rewards, quality of alternatives, and associated costs dispensed for working with a particular organization and these comparisons are flexible (24). (25) Describes four paths that employees follow while considering to leave an organization. According to (26), employees require some "shock" or outside force to reconsider staying with an employer and these shocks are not limited to work factors and may include any factor that causes an employee to consider leaving a current job.

III. Research methodology

3.1 RESEARCH OBJECTIVES:

- Analyzing the relationship between organizational cynicism and intention to leave.
- Analyzing the differences in the level of organizational cynicism held between females & males.

3.2 STUDY SECTOR

Nola cupcakes bakery is the first cupcakes specialized bakery in Egypt. It was launched in October 2010, and operates in eight shops across the city's premium districts, as well as over 10 pop-up booths for events and universities, along with franchise branches covering many cities in Egypt including Mansoura, Tanta and Alexandria.

Nola Bakery is a business that specializes in food industry in Egypt; it started growing gradually from day one in operation and became very popular all around Egypt for the quality and satisfactory products that they offer. The study sector of this study is Nola Bakery because of its fast growth and penetration in the market which makes it one of the well-known desserts brands in Egypt. The sample was based on a case study that targeted all Nola cupcakes employees. Anumber of 34 employees covered every department in Nola Cupcakes headquarters wasdistributed: Human resources, Finance/Accounting, Operations, Marketing, and Management department. All the population was contacted (N=34) and they all responded. Questionnaire was administered through E-mails to the target group.

3.3 RESEARCH HYPOTHESES

Hypothesis One:

Organizational cynicism can be labeled as an undesirable yet negative attitude towards one's organization, in which an individual can hold a certain perspective that the organization lacks integrity. However, this attitude can result in tendencies to derogating and critical behavior toward the organization that are consistent with their beliefs. There is a positive relationship between both attributes is that organizational cynicism acts as the most clear contributor that creates an intention inside the employees to leave the workplace (1). Therefore, the intention to leave any workplace is considered to be one major effect of organizational cynicism.

There are several factors that affect cynicism and leads employees to develop three main concepts including, undesirable beliefs, lack of appreciation and purpose to quit their jobs. According to (27), it was

proved that Employee Intention to leave is influenced by organizational cynicism. So, the higher cynicism in the organizations, the higher intention to leave of employees is,and vice-versa.

There are two theories that support the relationship between organizational cynicism and intention to quit work. These theories are divided into equity theory and social exchange theory. Equity theory is primarily Adam's motivation theory that mainly relies on evaluating perceived inputs to outputs (28). Feeling of dissatisfaction occurs when one considers that they are not rewarded on their inputs and are unequal to others around them. However, this basically leads to absenteeism and intention to leave. On the other hand, social exchange theory demonstrates a clear image of the link among the cost, benefits of an individual and their own expectations (29). For instance, an employee may receive a high cost as a result of putting extraordinary effort, but receives fewer benefits. So this creates dissatisfaction towards their jobs. Based on the above, hypothesis one is developed as:

H1: It is expected that there will be a positive relationship between organization cynicism and intention to leave.

Hypothesis Two:

According to different studies, there is a difference in the level of cynicism held among females and males. According to (30), men are usually perceived to be more often as being cynical than women. Another observation viewed and proved that affective cynicism varies considerably according to the gender; for instance they found out that male teachers are significantly more skeptical (Polatcan, 2012 and Gunduz, 2014). On the other hand, some researches showed that female teachers are significantly more cynical than male teachers in sentimental measurements. (Govez, 2013) carried out a study in a private company that illustrated some major differences between employees according to gender; the affective cynicism mean-scores of female employees were higher than those of male employees. Accordingly, hypothesis two is developed as:

H2: It is expected that there will be no difference in the level of organization cynicism held among females and males.

3.4 RESEARCH MEASURES

The measures used for the research variables are all sound and publishedscales. Organizational cynicism was measured by(10), Brandes, et al.,(1999), andKalağan(2009), while intention to leave was assessed byShaw, Gupta,Delery (2005), Wells and Peachey (2010).

IV. Statistical Analysis and Results

Statistical Package for the Social Sciences (SPSS) was used. Reliability statistics for both variables, mean and standard deviation were conducted. The correlation between the two variables, the ANOVA, and ANCOVA tests were used. The following section shows the statistical results illustrated in tables.

Reliability test for the research variables was conducted. Results revealed a high Cronbach alpha for the research constructs. (Organizational cynicism 0.837 and Intention to leave 0.902), this shows that the selected scales for this study are appropriate for the purpose of this study.

Table 1: Scale Statistics for Organizational Cynicism			
Mean	Variance	Std. Deviation	N of Items
44.56	40.618	6.373	12

The overall mean of organizational cynicism questionnaire items is 44.56 out of 60, which displays the most of the responses submitted by the respondents where positive.

Table 2: Scale Statistics for intention to leave.			
Mean	Variance	Std. Deviation	N of Items
11.53	8.317	2.884	3

The overall mean of the intention to leave items is 11.53 out of 15, which displays that most of the responses submitted by the respondents where positive.

V. Correlation between Organizational Cynicism and Intention to Leave.

The following Table (3) shows the correlation analysis.

Table 3: Correlation between organizational Cynicism and Intention to Leave.			
		cynicism mean	intention to leave mean
cynicism mean	Pearson Correlation	1	.546[**]
	Sig. (2-tailed)		.001
	N	34	34

Hypothesis Two:
H2: It is expected that there will no differences in the level of organization cynicism held among females and males.
4   A N C O V A   T E S T :
Table 7: Descriptive Statistics for Hypothesis Two.
Dependent Variable: organizational cynicism mean

Gender	Mean	Std. Deviation	N	
Male	3.651961	.5879544	17	
Female	3.774510	.4775923	17	
Total	3.713235	.5310998	34	
intention to leave mean	Pearson Correlation	.546**	1	
	Sig. (2-tailed)	.001		
	N	34	34	
**. Correlation is significant at the 0.01 level (2-tailed).				

The Pearson correlation is 0.456 which means the there is a moderate relationship between the two variables. This implies that a change in the first variable is moderately correlated with changes in the second variable.

Hypothesis one:
H1: It is expected that there will be a positive relationship between organization cynicism and intention to leave.

Table 4: Model Summary of Hypothesis one.									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.546ᵃ	.298	.276	.8181131	.298	13.564	1	32	.001
a. Predictors: (Constant), cynicism mean									

The coefficient of determination is 0.298; therefore, about 30% of the variation in the intention to leave data is explained by organizational cynicism of respondents.

The sig. (2-tailed) esteem is 0.001 demonstrates statistically significant correlations between the two factors. That implies, increments or reductions in one variable do essentially relates with increments or declines in the second variables.

VI. Regression Analysis

Table 5: Descriptive Statistics			
	Mean	Std. Deviation	N
intention to leave mean	3.843137	.9613238	34
cynicism mean	3.713235	.5310998	34

The mean of Intention to leave for every respondent in the sample was 3.84 out of 5, and the mean of Organizational Cynicism for every respondent in the sample was 3.71 out of 5.

VII.   Anova Test

Table 6: ANOVAᵃTest for Hypothesis One:						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.079	1	9.079	13.564	.001ᵇ
	Residual	21.418	32	.669		
	Total	30.497	33			
a. Dependent Variable: intention to leave mean						
b. Predictors: (Constant), organizational cynicism mean						

The level of significance is 0.001, which is less than 0.05, indicating that Organizational Cynicism can significantly predict Intention to leave.

Table 8: Tests of Between-Subjects Effects

Dependent Variable: organizational cynicism mean

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial
Corrected Model	.128ª	1	.128	.445	.510	.014
Intercept	468.796	1	468.796	1634.048	.000	.981
Gender	.128	1	.128	.445	.510	.014
Error	9.181	32	.287			
Total	478.104	34				
Corrected Total	9.308	33				

a. R Squared = .014 (Adjusted R Squared = -.017)

The P-value=0.5 which is more than 0.05, indicating that the model is statistically insignificant, and that can be confirmed from the table of descriptive which shows that the Organizational Cynicism mean of both females and males are very close in value.

VIII. Discussion

This research aimed to analyze the relationship between organizational cynicism and intention to leave, and the extent to which gender differences can affect the level of organizational cynicism.Research results revealed a positive relationship between organizational cynicism and intention to leave. On the other hand, no difference in the level of organization cynicism held among females and males.

The research findings are in harmony with previous studies, that there is a positive relationship between both attributes. Organizational cynicism acts as the clearest contributor that creates an intention inside the employees to leave the workplace (1). Along with that, (27) proved that employee intention to leave is influenced by organizational cynicism. Conversely, the relationship between cynicism and gender had contradicting views. According to (30), men are usually perceived more often as being cynical than women.

The researchers explain the low level of organizational cynicism, as the organization's environment (Nola) is healthy and spiritual. Nola cupcakes adopt a family sense in their work, which makes employees value their work and feel satisfied. Therefore reduces the intention to leave. The organization also adopts equality among females and males through Equal Employer Opportunity Acts, which makes employees feel that they are being treated fairly. Hence the differences in the level of organization cynicism held among females and males are absent.

IX. Research Limitation

The study focused only on Nola Cupcakes as a case study, which is a limitation for the generalization of results.

X. Conclusion

The main interest of the current study is giving a clear understanding of the "Organizational Cynicism" concept and providing an insight the role of organizational Cynicism on intention to leave. It is clear from the literature review that organizational cynicism acts as the clearest contributor that creates an intention inside the employees to leave the workplace (1). Results showed that there is a positive relationship between organizational cynicism and intention to leave, and that there is not difference in the level of organizational cynicism held among females and males. Thus managers and executives should consider employee's wellbeing and motivation in the workplace in order to avoid the increasing intent to leave. Hence, Managers will get to have a full understanding of the issue and to develop ways to anticipate the factors that leads to cynicism and intention to leave.

Finally, the current research is of utmost value, it provides theoretical and managerial implications. It represents some contributions to researches andhuman resources specialists, as it help researchers filling some gaps in the literature review, helping business organization in more understanding of what leads to increase the level of intention to leave, and finally directing organizations with trends preferable by employees.

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