

Organizational Cynicism Development and Testing of an Integrated Model A Study of Public Sector Employees in Pakistan

**By
Sajid Bashir**

A research thesis submitted to the Department of Management & Social
Sciences,
Mohammad Ali Jinnah University, Islamabad
in partial fulfillment of the requirements for the degree of
**DOCTOR OF PHILOSOPHY IN MANAGEMENT SCIENCES
(Human Resource Management)**



**DEPARTMENT OF MANAGEMENT & SOCIAL SCIENCES
MOHAMMAD ALI JINNAH UNIVERSITY
ISLAMABAD**

JULY 2011
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*Dedicated to
Loving Memories of My Late Mother*

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ACKNOWLEDGEMENT

“We are like dwarfs standing on the shoulders of giants. We see more, and things that are more distinct, than they did, not because of our sight is superior or because we are taller than they, but because they raise us up, and by their great stature add to ours”
(John of Salisbury, 1159)

About ten years ago when I first read these lines in a Newton’s letter to his colleague, I could not understand its meaning until I started my PhD studies and for the first time in my life attempted a research paper. This experience initially forced me to review a lot of literature on my area of interest to complete class assignments. Stunned by philosophies of great thinkers, it took me just four months to make a big decision that was to become a full time researcher/academician. I left the job for which I had invested thirteen years of my life which was never an easy decision. Inspiration of some great thinkers and most importantly great teachers made this decision quite easy. Thus, whatever today I have achieved in my studies and research, it is because of these giants standing on whose shoulder I am able to see farther and clearer.

At the completion of this landmark, I would like to thank my teachers who led me to this achievement. I owe a lot to my teachers at Mohammad Ali Jinnah University whose allegiance and guidance is key source of inspiration for me. I was lucky to study from eminent teachers, specially my supervisor Dr. Zafar Mueen Nasir. His style of teaching and the way he takes the class with him has really helped me to define an ideal teacher. For almost last five years, I have been working with him for Phd course work and then research thesis, and always found him very supportive and encouraging. I would specially like to thank Dr. Arshad Hasan and Dr. Anwar F. Chishti at Mohammad Ali Jinnah University for their guidance and unending support.

In my family, I owe a lot to my father Mr. Bashir Ahmed, who was my teacher as well. His dedication towards teaching, desire to see me successful has always remained a key source of inspiration. I would like to pay special homage to my late mother. Today when I am completing this important milestone in my studies, though she is not with me, but I know that Allah has blessed me with all the happiness and success in life only because of her prayers. Also thanks to my brothers and sisters for having pride in me being their elder brother.

Special thanks to my wife, for providing me unending support in my studies and research. She wonderfully helped me not only by looking after the domestic affairs and children but also catered for a number of responsibilities which I was supposed to take care of. Last but not the least my kids, two little angels in my house, my guiding lights, Sania and Hadi. They have grown seeing me studying, teaching, doing research and attending conferences, perhaps this will be their ideal definition of a father. Though I was quite unfair with them because they missed a number of outings/trips because of my commitments, still they rarely complained for not giving them time. I could not find appropriate words to thank and appreciate your patience and efforts during my studies.

Sajid Bashir

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ABSTRACT

The major objective of the present study was to develop and test an integrated model of organizational cynicism in public sector organizations of Pakistan. Though theories in organizational behavior claim to cover the attitudinal and behavioral aspects of all employees, but there are a number of objections on these theories. For example, criticism on majority of studies is that they are developed in countries which form 30% of the population, mainly Europe and the North America. When the findings are applied to remaining 70% population of the world, the results can be problematic. Theorists like Hofstede(1980) and his followers claim that any explanation of theory without taking into consideration the cultural context can lead to fallacies rather than findings. The present study mainly attempted to analyze an important employee related attitude i.e. organizational cynicism in an under-researched country viz. Pakistan. The second key objective was to study the issue in public sector organizations. The debate that whether same theories are applicable in public and private sector organizations, has been part of literature for decades. The key reason for this debate is that since public and private sector organizations exist with different objectives, the organizational behavior in these organizations may not be the same. Theoretically, the study attempts to develop an integrated model of organizational cynicism. Over the last decade a significant amount of work has been done on the issue, but most of the models discuss limited aspects of organizational cynicism. This study attempts to develop an integrated model of organizational cynicism in Pakistan. The model with these constraints in mind tends to examine impact of demographics and some psychological factors on organizational cynicism. The second component of this model examines outcomes of organizational cynicism and its role as a mediating variable.

A sample of public sector employees was selected for data collection. In Pakistan, public sector organizations employs a huge number of employees (around 3 million) in different

sectors. Keeping in view the volume of public sector organizations and employees, the study was restricted to civil servants working only in main government secretariats like Islamabad, Lahore, and Karachi. Data was collected from 948 respondents through a questionnaire .

Results gave some novel findings specific to culture in Pakistan. Qualification is significantly associated with organizational cynicism while age gender has insignificant relationship. More education with lesser career prospects brings more frustration among employees thus older workers with higher qualification are having more cynicism. Among antecedents of organizational cynicism, negative relationship between perception of politics and organizational cynicism was quite unusual finding which was explained in public sector organizations cultural context of Pakistan where rewards, career development every thing is dependent more on individual's ability to indulge in politics rather than job performance. On the other hand positive relationship between breach of psychological contract and organizational cynicism, while a negative relationship between job autonomy and organizational cynicism was found in the study. The mediating role of organizational cynicism also gives diverse findings. The results are explained in terms of the existing internal and external environment of public sector organizations in Pakistan. Generally the development of integrated model for organizational cynicism was supported well theoretically and statistically.

CHAPTER 1

INTRODUCTION

1. Background

1.1 The Study of Employee Attitudes in Organizational Behavior

For decades employee attitude has been an area of interest for researchers. The major reason for interest is the profound impact of employee's attitude on their behavior and many organizational outcomes. Attitudes like job satisfaction and organizational commitment have received the most significant attention. For organizational commitment a number of studies attempted to define and operationalize the concept (e.g. Alutto, Hrebiniak & Alonso, 1973; Porter, Steers, Mowday, & Boulian, 1974; Wiener, 1982; Mathieu & Zajac, 1990; Allen & Meyer, 1990; Gautam, Dick & Wagner 2004), its antecedents and outcomes in different organizational and cultural settings (e.g. Steers, 1977; Bateman & Strasser, 1984; Balfour & Wechsler, 1996; Harrison & Hubbard, 1998; Aryee, Wyatt & Min, 2001) and commitment as a multidimensional concept (O'Reilly & Chatman, 1986; Allen & Meyer, 1990; Meyer & Allen, 1991).

However the interest revolved around attitudes that are potentially beneficial for the organizations. There is a growing concern among organizational managers and researchers for employee's attitudes having potentially devastating effects on organizations. Among these attitudes a relatively new addition is organizational cynicism, defined as a negative attitude towards organization (Dean, Brandes, & Dhwardkar, 1998) or an attitude of exhaustion with negativity as key characteristic. For the present study this definition has been

adopted. Organizational Cynicism occurs when employee feels that organization can not be trusted/relied upon (Abraham, 2000). This negativity in attitude brings negative results for the organization in terms of employee's performance commitment and satisfaction. After realization of its importance, researchers have started working on various dimensions of organizational cynicism. Though Wanous, Reichers, & Austin (2000) argued that the research on this attitude is at early stages of research, a number of researchers have attempted to develop models for systematic study of cynicism in organizational context (e.g. Andersson, 1996; Dean et al., 1998; Pugh, Skarlicki, & Passell, 2003).

1.2. Organizational Cynicism as an Attitude

Though it seems relatively new concept in organizational context, the roots of term cynicism can be traced back in ancient Greece. Dean et. al. (1998) report that Greeks have a school of thought which questioned the existence of institutions like religion and government. These people used to live very different life style and thought that it was difficult to find a real honest man in this world. When we compare ancient cynics and cynics in the organizations, hopelessness is common in both (Andersson, 1996).

In organizational context, Niderhoffer (1967) was probably the first researchers who studied and measured cynicism in an organizational setting. He studied Police officers and examined the role of cynicism which was termed as occupational cynicism by Dean et.al.(1998). Later researchers continued work on the topic and found that a significant percentage of employees working in the United States were highly cynical about their organizations (e.g. see Kanter & Mirvis, 1989; Reichers, Wanous, Austin, 1997).

1.3. Theories Supporting Study of Organizational Cynicism

A number of management theories support the study of organizational cynicism. Some of these are discussed in the following lines:

1.3.1. Social Exchange Theory

Social exchange theory is considered as one of the most influential theory in context of organizational behavior. Blau (1964) highlighted the importance of social exchange among individuals beyond economic gains, while Emerson (1976) argued that the key characteristics of this theory are interaction among individuals and subsequent generation of obligations. This theory suggests that most of interactions among individuals and relationships developed as a result that this interaction depends on a social exchange. Thus if one person do some good to another, the other should respond as well. Thus reciprocity is an integral element of all social relations though Molm (2003) considers that it is not necessary that this reciprocity include bargaining.

The exchange and reciprocity concept has widely been discussed in organizational context i.e relationship between employee and employer. In exchange of services of employees for organization, the employers should take care of employees (Cropanzano & Mitchell, 2005). But what happens when employers do not respond in this exchange relationship. For example when an employee feels that there is inequity in the organization, decisions are not based on justice and organization fails to keep its promises, this perception of employee leads to development of a feeling that organization lacks integrity, referred to as organizational cynicism by Dean et al. (1998). Hence axioms of Social Exchange Theory lend support in explaining the phenomena of organizational cynicism.

1.3.2. Psychological Contract Theory

The term psychological contract was first used by Argyris (1960) to describe the employment relationship between employee and employer. Though this relationship was discussed generally under the umbrella of social exchange theory, during 1980's massive layoffs in the

organizations badly shattered the concept of social exchange on part of employees. To cut cost or to support a new organizational strategy, the easiest option exercised by organizations was to sacrifice the relationship with employees. This led to a massive resentment among employees was comprehensively analyzed by Rousseau (1989, 1995,1996,1997 & 2001).

Rousseau (1989) suggested that the nature of relationship between employee's and employer's dramatically changed as employees no longer want to have a long term relationship with organizations, rather they want it to be transactional (based on transactions e.g. pay etc) which changed the concept of traditional employment relationship. Employees now don't expect the organizations to take care of their careers; rather they are themselves responsible for their career development. Thus the psychological contract theory advocates the reciprocity concept but with changed contextual factors.

An important aspect of psychological contract which supports the study of organizational cynicism is the concept of breach of psychological contract. Morrison and Robinson (1997) believe that breach occurs when organizations make promises without any intention to fulfill them as circumstances prevent the organizations to keep the promises or some times organization considers that it is fulfilling promises but employees feel otherwise. When employees consider that organization is not fulfilling its obligations this generates a feeling of frustration commonly referred to as organizational cynicism (Dean et al., 1998). In literature psychological contract theory has been used as a key basis to study organizational cynicism which makes it the key theoretical underpinning for present study.

1.3.3. Frustration-Aggression Theory

Presented by Dollard et al. (1939), the frustration aggression theory suggests that frustration results in aggressive behavior. The aggression exhibited depends on the punishment associated with this behavior. If individual finds that there are no chances of being held/caught, he can indulge in to violent behaviors, otherwise frustration results in negative outcomes which are psychological in nature.

When this theory was applied with-in a workplace setting, a number of negative attitudes and counter productive workplace behaviors were associated with frustration. Spector (1978) argued that frustration at workplace can lead to negative emotions and workplace behaviors. Later Fox and Spector (1999) used specific organizational factors like training, resources and policies to establish that if these activities are not managed properly, it can result into frustration.

Apart from other studies, the roots of organizational cynicism are firmly embedded in frustration aggression theory. If we look at the definition of organizational cynicism, it is as an integral part of this definition. This frustration comes as a result of employee's perception or actual experience of some negative workplace events. As explained in frustration-aggression theory, employee can react in diverse manners as a result of these frustrations, generally referred to as organizational cynicism in literature.

1.4. Significance of Present Research

This study holds significance in three aspects. Firstly it attempts to develop an integrated model for organizational cynicism, secondly it focuses public sector and thirdly it attempts to discuss the phenomena of cynicism in a novel cultural context. Following details will highlight significance of research with reference to these three points:

1.4.1. Integrated Model

Why analyzing and discussing organizational cynicism is important? The answer to this question can be found in studies conducted by various researchers. If majority of employees are cynical there are chances of having more negative outcomes in the organizations. These employees will show less commitment to organizations (Reichers, Wanous, Austin, 1997).

The chances of employee turnover are quite high with more cynicism since more stress and burnout is associated with organizational cynicism.

The devastating effects of organizational cynicism on organizational outcome have made it one of the key areas of interest for researchers around the world. Confusion still exists in correctly defining the variables. This confusion can be attributed to analyze organizational cynicism differently in different researches. Dean et.al. (1998) report that organizational cynicism has been studied as an occupational outcome, as an attitude, as a societal construct and as an outcome organizational change. This diversity has led to development of various definitions and models of organizational cynicism. Still we find few studies in which cynicism has been studied comprehensively in an integrated model. This dissertation attempts to combine various determinants and outcomes of organizational cynicism in a single model. The anticipated contribution of this research is to develop a model in which attitudinal and behavioral outcomes are analyzed in a single study. Thus an integrated model will be developed to understand cynicism in an integrative manner rather than in piecemeal.

1.4.2. Public-Private Distinction:

For decades researchers have highlighted that theories are generally developed with an intense focus on private sector organizations and when these theories are applied to public sector organizations, they may not necessarily have similar implications. In their seminal work on public-private distinction debate, Benn and Guass (1983) argued that theoretically the objectives of public and private sector organizations itself necessitate that we should consider both sectors distinct. There is a need to redefine private sector organizations theories for use in public sector organizations. As an example they highlighted the implications for using agency theory in public and private sector organizations. In private sector organizations managers act as an agent of individual(s) while in public sector organizations they act as an agent to society.

Since organizational cynicism is relatively a new construct, so far none of the studies addressed the issue for organizational cynicism in public sector organizations. Millions of employees are working in public sector organizations but studies conducted for private sector

organizations have so far failed to address the issue that whether public sector employees become cynical with factors which are repeatedly tested in private sector organizations. Thus the study will fill the gap in existing literature, by specially addressing the issue in public sector organizations of Pakistan.

1.4.3. Context Specific Research:

Hofstede (1980, 1991, 2001, 2006) the father of cross cultural research in his more than two hundred publications has tried to emphasize that management scientists are human beings, they can not develop a theory without accepting impact of culture in which they live. Thus there is a need to study various aspects of management in different cultural contexts. Similarly Triandis (1995) found that data for majority of research on psychology is collected from countries (Like USA, Europe etc) which form 30% of world's population and these theories are applied on rest of 70% population as well. These theorists consider it a major flaw in existing literature that context specific research is generally lacking on various dimensions of management research.

If we specifically consider the case of organizational cynicism, it shows employees level of frustration with the organization. If an employee working in multinational organization based in USA feels frustrated, are the factors which determine his/her level of frustration are similar to factors which cause frustration among employees working in public sector organization of Pakistan? There is a huge difference in contextual factors and lessons learnt from studies conducted in developed parts of the world may not necessarily have similar implications in developing/underdeveloped countries.

The existing literature on organizational cynicism mainly comes from developed part of the world and none of the studies discussed the issue in developing countries. Thus based on analogy developed by leading cross cultural researchers, the present study will fill this gap in existing literature by not only developing an integrated model of organizational cynicism but also testing it on a developing country i.e. Pakistan.

1.5. Why to study Organizational Cynicism in Public Sector Organizations of Pakistan

When we talk about public sector organizations in Pakistan, it has remained a target of criticism for years. The bureaucratic structure being followed in public sector organizations was implemented during colonial rule. Though it was an effective system in that era, the decision makers opted to continue with the same system after independence in 1947. The bureaucracy has miserably failed in service delivery and welfare for common man in Pakistan (Shafqat, 1999). The exact causes of this inefficiency still remain unknown to the world due to lack of research in Pakistan generally and public sector organizations specifically as rightly pointed out by Ayman et.al. (2000) stating that Pakistan is an under researched country.

Corruption is the key issue for majority of developing countries and public sector organizations are considered the key culprits for this high rate of corruption. The adverse effects of corruption are well established on poor economic conditions, deteriorating political and administrative systems and above all, its devastating adverse effects on well being of common citizen (Zafarullah & Siddiquee, 2001). Pakistan is ranked quite high in corruption globally, while Transparency International in its reports (e.g. see Transparency International's Pakistan National Corruption Perception Survey 2009) declare public sector organizations the most corrupt in Pakistan. Still there is little research which can identify the reasons for this high rate of corruption. Though this dissertation mainly focuses on cynicism and its attributes, corruption still is quite relevant to main theme of this research as the high

rate of corruption in public sector organizations affect every aspect of life in public sector organizations of Pakistan including employee's attitude and behavior. The detailed discussion later in this dissertation will indicate how high rate of corruption affect employee attitude and behavior in public sector organizations in Pakistan.

Another major concern for public sector organizations in Pakistan is inefficiency. This inefficiency can be in the form of poor organizational performance or delay in timely delivery of services to masses or the typical role of red tape in governance. Efficiency is the principal indicator which measures whether government has achieved its objectives or not. Benet & Robinson (1995) while studying dimensions of counter work behavior described corruption and inefficiency as dimensions of counter work behavior and since counter work behavior is significantly associated with organizational cynicism, theoretically corruption and inefficiency can be associated with organizational cynicism. Apart from other factors, human resources also play an important role in determining the efficiency /inefficiency of any organization.

1.6. Contribution in the Literature

The dissertation attempts to test a novel integrated model of organizational cynicism and that too in novel setting i.e. public sector organizations in Pakistan. The impact of some important demographical factors will be tested in relation to organizational cynicism. The factors which will be part of this dissertation are age, gender and qualification. Though these factors are quite important to study any organization related variable, still most of the researchers treat the demographics as control variable e.g. Age (Mirvis & Kanter, 1992; Anderson & Bateman, 1997; Bateman, Sakano & Fujita, 1992) Education (Mirvis & Kanter, 1992; 1991; Anderson & Bateman, 1997) Gender (Mirvis & Kanter, 1992; Bateman, Sakano & Fujita, 1992; Anderson & Bateman, 1997; Recihers, Wanous & Austin, 1997). Still the impact of these demographics and their relationship with organizational cynicism needs a thorough investigation.

The logic behind using demographics as variables in present dissertation is based on studies which indicate that attitude is affected by demographical factors. Gibson and Klein (1970) reported that job satisfaction (a job related attitude) is affected by different demographical variables. Similarly studies like Wu et al. (2006) and Balfour and Wechsler (1996) also reported a relationship between demographics and job related attitudes.

The integrated model developed for dissertation also includes some organizational factors which are psychological in nature. The literature on determinants of organizational cynicism is quite diverse. The underlying theories governing these relationships were based on impact of various factors which affect employee attitudes. Still some organizational variables received attention of many researchers based on their profound impact on organizational cynicism. Among these variables perception of politics and breach of psychological contract attract most attention while considerable studies examined impact of job autonomy . Thus for study selected variables selected include perception of politics, breach of psychological contract and job autonomy. Thus the intended contribution of this dissertation is to combine these fragmented findings into one integrated model.

When we analyze perception of politics, researchers suggest that generally politics is taken as informal facet of organizational life (Standing & Standing, 1999). Although no one denies

existence of politics in any organization still we will not find any formal guidelines to deal with politics in any organization. While politics and political behavior has remained an area of interest for industrial psychologists, researchers also established that even if employee perceives a certain degree of politics within the organization, commonly referred to as perception of politics, this perception also carries a number of organizational outcomes. Forgas, Levinger & Moylan (1994) consider it one of the oldest and most researched areas of social psychology.

Interestingly findings of researchers with reference to perception of politics indicate that it is not necessary that this variable always results into negative attitudes among employees. There are employees who feel that they are more secure and can prosper in an environment characterized by politics. The obvious reason for this feeling can be attributed to the fact that employees who are normally unable to meet organizational objectives need a support for their existence in the organizations. Thus high level of favoritism and formation of in groups by leaders based on politics will result in higher level of satisfaction for these employees. Since they can not survive or grow within the organization based on their performance, they use politics as ladder to win support and favors within the organizations. Thus political skilled individuals have feeling of success, accomplishment, and self-efficacy (Chatterjee & Krishnan, 2007).

Pakistan where politics is characterized by the personalization of the political field (Watson & Khan, 2009), the organizational outcomes of politics or perception of politics have never been tested specially in public sector context. Though not supported by any research finding, there is a general perception about public sector organizations that favoritism, nepotism and other political tactics play a vital role in allocation of rewards which include monetary rewards, promotions and placement at desired jobs. The dissertation attempts to collect data on this un-researched area in Pakistan and scientifically examines the role it plays in determining organizational cynicism. If perception of politics is taken positively by some employees, it would be interesting to find out its impact on organizational cynicism.

Another antecedent part of this integrated model is breach of psychological contract. The term was described as mutual expectation between employee and employer in employment relationship (Rousseau, 1989). When employee joins an organization, he has certain

expectations from that particular organization. These expectations can include that he will be treated fairly in the organization and justice will be the basic element of decision making within the organization. Similarly he expects that there will be equity in reward distribution within the organization. The mutual exchange in this relationship exists since the organization also expects that employee will show loyalty to organization and will work with zeal and devotion.

The interesting part of this contract is that it is not written and exists psychologically, yet its profound impact on various organizational outcomes has been established by a number of researchers. What happens when an employee feels that organization is not fulfilling its perceived promise? A number of researchers have addressed this issue and termed it as breach of psychological contract (Robinson, 1996; Rousseau, 1990). Since employee feels that organization has violated a perceived promise, he reacts accordingly. A great deal of research indicates that breach of psychological contract directly affects employee cynicism (Andersson, 1996, Johnson & O'Leary-Kelly, 2003).

The study also focuses impact of job autonomy on organizational cynicism. Job autonomy is defined as "the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out" (Hackman & Oldham, 1976). Autonomy gives individual authority to find out solutions personally (Wang & Netemeyer, 2002). Most of the studies have shown that autonomy is a key organizational necessity not just to facilitate success but also because refusal of provision of autonomy to employees force them to develop negative feelings (cynicism) towards the organization as Avey, Hughes, Norman and Luthans (2008) found out that more empowered employees report small level cynicism towards the organization.

The integrated model as envisaged in the present study also focuses various outcomes of organizational cynicism which include organizational commitment, job satisfaction and deviant workplace behavior as well. Negative emotions have been linked with job dissatisfaction (Fisher 2000). Job dissatisfaction can range anywhere from poor work performance to the ultimate act of suicide. Smith, Adelman, Nelson and Taylor (1988) found that highly hostile individuals reported major negative life events and daily hassles than their low hostility counterparts. Similarly for relationship between organizational commitment and

organizational cynicism, Reichers et al. (1997) found that cynical individuals exhibited less motivation to work hard, and were less committed to the organization, which might result in reduced performance. Dean et al.,(1998) also consider that both variables are negatively associated, however having cynicism does not connote that it is equivalent to lack of commitment. While a considerable literature acknowledges the relationship between organizational cynicism and deviant workplace behavior. Organizational cynicism represents a negative attitude (Dean et al., 1998) while deviant workplace behavior represents as negative behavior which attempts to harm the organization (Spector & Fox, 2002).

Public sector organizations in Pakistan are characterized by inequity and discrimination. The bureaucratic system allows the upper level management to enjoy an elite status with all privileges centralized at the top. Thus there is constant feeling of hopelessness and frustration at lower level employees. They perceive that organizations are not fulfilling their part of psychological contract and thus perceive violation of psychological contract. This dissertation will attempt to analyze the perceived breach of psychological contract and will also find out its role in determining organizational cynicism. Though studies confirm a relationship between these variables but in Pakistan especially in public sector organizations, the relationship has never been tested and the findings in novel setting will be a new addition to cynicism literature.

1.7. Research Questions

The major objective of the present study is to develop an integrated model of organizational cynicism. To accomplish this objective the major research questions which this study will attempt to answer are:

1.7.1. Research question 1

How demographical variables like age, qualification and gender affect organizational cynicism among employees working in public sector organizations of Pakistan?

1.7.2. Research question 2

How breach of psychological contract is related with organizational cynicism and does organizational cynicism mediate the relationship between breach of psychological contract and organizational commitment, job satisfaction and deviant workplace behavior.

1.7.3. Research question 3

How perception of politic affect organizational cynicism and does organizational cynicism mediate the relationship between perception of politics, organizational commitment, job satisfaction and deviant workplace behavior.

1.7.4. Research question 4

How job autonomy organizational cynicism are associated and does organizational cynicism mediate the relationship between job autonomy organizational commitment, job satisfaction and deviant workplace behavior.

CHAPTER 2

LITERATURE REVIEW

In this chapter literature relating to relevant variables which are part of this dissertation are discussed in detail. The initial discussion is about demographical factors and their impact on organizational cynicism. Later part will focus on the other independent variables i.e. breach of psychological contract, job autonomy and perception of politics. The outcomes of organizational cynicism i.e. job satisfaction; organizational commitment and deviant workplace behavior are also discussed in detail.

2.1. Demographics

2.1.1. Age:

The debate about the relationship between age and its organizational outcomes is prevalent in a number of studies. The obvious reason for this debate is to analyze employee attitude and behavior with increase in age. Older employees have more experience to resolve various organizational problems while younger employees bring new ideas and innovation in the organizations. Organizations want to take advantage from experience of older workers while they also want to have younger employees to meet the new challenges in the industry.

Gibson & Klein (1970) found a positive relationship between age and job satisfaction but they also found that tenure was negatively associated with job satisfaction. Thus their findings indicate that staying for longer period does not cause satisfaction but age does. Wu et al. (2006) found a negative relationship between age and burnout. Researchers have tried to relate these findings with the fact that with more age, there are fewer job opportunities for employees and they tend to be more satisfied with their current jobs. Steers (1977) in his landmark study on organizational commitment also found that age is positively associated with organizational commitment. So we, to some extent can assume that age is positively associated with positive workplace attitudes like job satisfaction and organizational commitment. Findings of Balfour & Wechsler (1996) suggest that demographic

characteristics have no association with workplace attitudes. So these findings of these studies give a diverse view about impact of age on employee attitudes like job satisfaction and organizational commitment. Among these diverse findings we can expect a negative relationship between age and organizational cynicism among public sector employees in Pakistan.

2.1.1.1 Age and Organizational Cynicism:

The study of relationship between age by Agger, Goldstein, and Pearl (1961) suggest that age results in political cynicism. Kuroda (1967) found that younger employees are slightly more cynical than older workers. Nidehoher (1967) in his study of Police cynicism took commitment on one extreme and cynicism on other extreme of his scale. As findings by Gibson & Klein (1970) and Steers (1977) indicate that age is positively associated with positive workplace attitudes like job satisfaction and organizational commitment, thus job satisfaction and organizational commitment increases with age. Based on this analogy we can assume a negative association between age and negative workplace attitudes like organizational cynicism.

Researchers who included age in their quest to study organizational cynicism include Mirvis and Kanter (1992); Andesson and Bateman (1997) and Bateman et al. (1992). Most of researchers agree that with increase in age the aggressive behavior due to various workplace frustrations decreases and it can result a decreases in organizational cynicism.

Based on above literature the first hypothesis of present study is

***H1:** Age is negatively associated with organizational cynicism.*

2.1.2. Qualification:

Another important demographic variable which has been extensively studied with reference to employee attitudes is employee qualification. Lack of education is related to number of workplaces problems (Schulz, 2005). It is also associated with tenure and careers (Loogma, 2004) yet its analysis at work place is difficult (Wachter, Thiel and Rossmann, 1994). Employee's knowledge, a form of education, is directly associated with enhanced

productivity (Aghazadeh, 2007) while Hiltrop (1996) believes that systematic training and development enhances employee commitment. Thus we can assume that employee qualification, whether in the form of a short term training or a long term formal education in institution does affect employee attitude and behavior. Qualified employees are more preferable in the organizations. Studies like Chen, Gupta and Chung (1996) found employee qualification to be positively associated with commitment while Metle (2003) found a negative relationship between education and job satisfaction.

2.1.2.1. Qualification and Organizational Cynicism:

Few studies indicate a positive relationship between qualification and employee attitudes like job satisfaction and organizational commitment while there studies which suggest a negative relationship as well. These findings pose an interesting challenge for the present study since organizational cynicism is considered a negative attitude at work place. Though previous studies mostly suggest that qualification is negatively associated with positive attitudes at workplace, still a considerable literature provides support for positive relationship. Thus findings of present study will determine a new dimension in literature that how employees in public sector organizations in Pakistan relate their qualification with level of organizational cynicism.

The existing literature on relationship between qualification and organizational cynicism is quite thin. Most of the studies which consider qualification as part of their research models used it as a control variable and its impact was not discussed in detail. Two land mark studies which are also pioneering studies in organizational cynicism literature examined the impact of qualification on organizational cynicism. Study by Mirvis and Kanter(1992) relates qualification with organizational cynicism. Similarly Anderson and Bateman (1997), in their detailed analysis, concluded that there is no impact of qualification on organizational cynicism. The diverse findings about qualification and its impact on different job related attitudes make it difficult to determine direction of the relationship between these variables. Still it is expected that with more qualification if employees do not get better opportunities and rewards, this can have a negative effect and in this context qualification can be positively associated with organizational cynicism.

These findings in the literature lead to following hypothesis

H2: *Gender has no relationship with organizational cynicism.*

2.1.3. Gender:

Equal employment opportunities especially gender bases, is the common slogan in the organizations these days. There are certain myths about gender, for example women are not as productive as men are or they have lesser capabilities than men. As a result women are paid less than men (Kochan et al., 2003). Similarly gender related research on employee attitude and behavior has also received a good deal of attention. Gender is an important issue in burnout research (Pretty, McCarthy, Catano, 1992). Another important dimension which has remained an area of interest for researchers is work family conflict and its relationship with gender e.g see Posig, & Kickul (2004). Female employees in any culture are expected to perform certain family related tasks which make them more vulnerable to work life conflict. Thus female workers are more likely to have emotional exhaustion and burnout (McCarty, Zhao, Garland, 2007). Public sector organizations of Pakistan which follow a strict bureaucratic structure, earlier research suggest that in such structures men are more likely to have a feeling of emotional exhaustion and burnout (Greenglass, Burke & Konarski, 1998).

2.1.3.1. Gender and Organizational Cynicism

If we review the relationship between gender and workplace attitudes and behaviors, the findings are quite diverse. Toyry et al. (2004) suggest that men are more cynical than women, while Burke, Matthiesen (2009) consider that female employees have lower level of job satisfaction which is another important job related attitude. Similar findings are supported by Antoniou, Polychroni & Vlachakis (2006).

The findings relating to cynicism in some studies were different across different occupational settings. Greenglass & Burke & (2001) found that female nurses reported higher level of cynicism. These studies specially analyzing organizational cynicism also analyzed role of gender but in most of these studies gender was used as a control variable.

Though the findings of these studies are diverse still most studies (e.g. Mirvis & Kanter, 1992., Anderson & Bateman, 1997., Bateman et.al., 1992) did not find any impact of gender on organizational cynicism. Based on these findings the next hypothesis of the study states that in public sector organizations of Pakistan, gender will be having insignificant impact on organizational cynicism.

The following hypothesis explains the proposed relationship between education and organizational cynicism.

H3: *Level of education is positively associated with organizational cynicism.*

2.2. Psychological Determinants

2.2.1. Perception of Politics

Political behavior seems a more relevant topic for researchers in political science and sociology. The study of individual differences in political perception and behavior is one of the significant topics in personality and social psychology (Forgas, Laszlo, Siklaki, & Moylan, 1995). The obvious reason for this relevance is that the entire discipline of political science revolves around the theories of political behavior. However in an organizational context, the concept has more importance when we analyze group behavior. Interpersonal relationships play a vital role in politics (Erickson & Kringas, 1975) and in organizations employees and managers have to work together in groups and allocation of rewards and incentives do require a certain level of politics within the organizations. Erickson and Kringas (1975) suggest that politics is surrounded in social relationships rather than politics in the usual sense

Defined as a behavior aimed at maximizing personal gains even if it hurts legitimate interests of others (Cropanzano, Howes, Grandey & Toth, 1997) political behavior is normally linked with use of influence and power (Cavanagh & Moberg, 1981). The word politics itself carries positive and negative meanings, though negativity is associated with politics more strongly in an organizational context (Standing & Standing, 1999). Politics represents a destructive force in organizations that lead negative consequences for both persons and organizations. The obvious reason for this negativity is that employees and managers use politics to gain such rewards and incentives which they normally do not deserve. Hence researchers have categorized political behavior within organization as legitimate and illegitimate political behavior.

Politics has been portrayed as inherently competitive and divisive in nature (Cook, Ferris & Dulebohn, 1999), it connotes different implications depending on the situation or the perspective in which it is used (Andrews & Kacmar, 2001). The legitimate political behavior is activities normally termed as day to day politics. Complaining about your coworker or backbiting is an activity normally fall under the category of legitimate political behavior. Though negativity is associated with this type of behavior, it is quite difficult to control and check these form of politics in the organizational context hence researchers refer them as a legitimate political behaviors. The other category of political behavior within the organizational context is commonly known as illegitimate political behavior. This type of behavior normally violates the implied rules of the game. The activities like sabotage etc. constitute this type of political behavior. Though politics is not formally recognized in organizations, yet most of the researchers agree that politics is a fact of life in the organizations and politics is usually perceived as a very informal facet of organizational life (Standing & Standing, 1999). Apart form political behavior researchers have also attempted to examine role of perception of politics within the organization.

2.2.1.1. Perception of Politics and its outcomes

Perception of politics is defined as perceiver's viewpoint or opinion about organizational politics and it is formed for supervisors and coworkers (Randall, Cropanzano, Bormann & Birjulin, 1999). Perception of politics is gaining increased attention, because perception has a significant control in determining and shaping our attitudes and behaviors and their work outcomes. Perceptions of organizational politics are negatively related to job attitudes (Bozeman, Hochwarier, Perrewe, & Brymer, 2001). Organizational politics may cause work-related stress which shares to negative affective reaction and undesirable work behaviors (Rosen, 2006). Hence if most employees perceive politics as an integral part of their organizational life, it can have impact on their attitudes and behaviors.

Perception of politics also affects employee motivation (Treadway, Ferris, Hochwarter, Pamela, Witt, & Goodman, 2005). Cropanzano, Howes, Grandey, & Toth (1997) consider perception of politics to be closely linked with job related attitudes including job satisfaction, organizational commitment, and job involvement. Organizational politics has a negative effect on the employee-organization social exchange relationship (Rosen, Levy, & Hall, 2006). Organizational Politics, its origin and its impact on work outcomes is considered to be an important area of research (Vigoda, Vinarski-Peretz & Ben-Zion, 2003). Politics is widespread in today's workplaces and is the theme of most of the discussions that take place in coffee and lunch breaks (Gandz & Murray, 1980). Politics can be positive as well as negative but it is mostly considered to be a negative aspect of corporate environment (Davis & Gardner, 2004; Byrne, 2005).

It is interesting that a number of studies suggested that perception of politics may not always have a negative effect (Hochwarter, James, Johnson & Ferris, 2004). The obvious reason for these findings can be that in organizations where politics is high, employees prefer to work in such environment since allocation of rewards and incentives is determined more on the basis of politics rather than performance. An individual may employ in political behaviors with the objective of positioning himself or herself as a powerful and crucial person (Zivnuska, Kacmar, Witt & Carlson, 2004).

Despite few studies supporting positive effects of perception of politics, most researchers suggest that it has negative implications. An inverse relationship between perceptions of organizational politics and satisfaction with supervision is both theoretically and empirically supported (Cook, Ferris, & Dulebohn, 1999). Individuals are likely to have a negative assessment of an organization when a political work climate reduces the achievement of their personal goals. Perception of politics reveals mediation effects between the antecedents' variables and job satisfaction, job anxiety, & turnover intentions (Valle & Perrewe, 2002). Cropanzano et al., (1997) found a negative relationship between politics and job involvement.

2.2.1.2. Perception of Politics and Organizational Cynicism:

“Perceptions of politics usually reflect employees’ views about the level of power and influence used by other organizational members to gain advantages and secure their interests in conflicting situations” (Vigoda et al., 2003). Conflict is a strong predictor of perception of politics as without conflict people don’t need to use political tactics to affect decisions (Bradshaw-Camball & Murray, 1991; Eisenhardt & Bourgeois, 1988). Perception of politics is the extent to which an individual assesses the conditions or actions in the organization’s environment as political (Cook et al., 1999). A political environment is the one in which individuals make small groups and tend to be completely negligent and harmful towards the needs of others (Cropanzano, Howes, Grandey, & Toth , 1997). Perception of politics depends on the observer’s analysis of the conduct of others (Byrne, 2005) that is likely to control his or her own actions and the boss’s analysis of those actions (Witt, Kacmar, Carlson & Zivnuska, 2002). This analysis is not the same for all individuals. Some consider these actions to be more negative as compared to others (Davis & Gardner, 2004; Salimaˆki & Jaˆmseˆn, 2010). The examples of such actions include defaming co-workers in order to be at the top, hiding information to maintain supremacy on others, restricting oneself to help others and giving special treatment to superiors to get pay raises (Poon, 2003, 2006). Lack of justice in the organization is the main cause of perception of politics (Vigoda, 2007). It is also linked with low expectations regarding the effort-reward relationship because rewards are not given on the basis of competence but on the skill level of individuals to behave politically (Zivnuska et al., 2004; Cook et al., 1999; Poon, 2006).

Perception of politics compels employees to develop cynical attitudes which decrease their trust in the organization (Davis & Gardner, 2004). Perception of politics is related to disadvantageous impact on employees such as stress, dissatisfaction and intentions to quit (Poon, 2003; Miller, Rutherford & Kolodinsky, 2008 ; Cropanzano et al., 1997) as well as organizational effectiveness (Gandz, 1980; Byrne, 2005).

The above literature leads to following hypothesis:

H4: Perception of politics is positively associated with organizational cynicism

2.2.2. Breach of Psychological Contract:

Each employee joins organization with certain expectations, similarly organization has certain expectations from employees. These expectations are commonly referred to as psychological contracts which are undeclared and professed obligations that originate from expressive and non-expressive assurance (Robinson, 1996). “A psychological contract is an individual's belief in mutual obligations between that person and other party such as an employer” (Rousseau & Tijoriwala, 1998). The reason behind this belief is the individual's perception of existence of a promise made by the organization to provide **the** him/her with rewards and opportunities in exchange of his services to the organization (Turnley & Feldman, 2000). These contracts are unwritten and totally based on certain expectations, still Rousseau (1990) suggests that all type of expectations are not a part of psychological contract. Past few years have witnessed increased attention by researchers on this important aspect of organizational behavior (e.g. see Porter, Pearce, Tripoli & Lewis, 1998; Parks, Kidder & Gallagher, 1998; Raja, Johns, & Ntalianis, 2004).

Fairness, equity and such attributes are among those expectations which employee has from organizations, these expectations stem from the feeling that employee has performed certain tasks which were part of the duty and now he considers that organization is supposed to reciprocate in the similar manner (Robinson, 1996; Rousseau, 1990). These expectations are often implied (Anderson and Schalk 1998). Robinson and Rousseau (1994) consider psychological contracts as indispensable element of employment relationships because without the existence of any mutual promises, none of the parties would have a reason to benefit the other.

Reciprocation is the key characteristics of these contracts and still these contracts can be one sided (Robinson, 1996). In this situation employees have high expectations from employers while employers are not eager to fulfill these expectations, this results in employees feeling that organization has failed to honor its part of contract (Robinson, & Rousseau, 1994). These perceptual obligations if not fulfilled lead to contract breach and then violation which diminishes employees' retention and increases dissatisfaction, distrust, and possibly the dissolution of the relationship itself (Argyris, 1960; Rousseau, 1989; Robinson, 1996; Robinson, Morrison, 1995). In some cases promises play an important role by providing glue of incentives to both parties for the bonding relationship. However promises alone are not contract make, the mutual obligatory promises shape up exchange relationship for future benefits (Rousseau, 1989; Robinson, Rousseau 1994).

Due to various external pressures, organizations are constantly changing and altering the nature of employment relationships (Robinson, 1996). The impact of this changed relationship can be best explained with the help of psychological contracts (Pate, 2006; Conway & Briner, 2002). Breach of the psychological contract refers to the situation in which employee feels that organization has failed to uphold its promises (Conway & Briner, 2002). Every contract is based on trust, honesty and justice and a party's failure to act in this way, thus, leads to breach of the contract (Sykes, 1996). Psychological contract breach is subjective experience by employee when he perceives that a disparity in promises and commitments in employment relationship has been occurred i.e. his/her perceptual promised inducements are less than his/her contributions (Rousseau, 1989; Rousseau, 1995; Robinson 1996; Morrison & Robinson, 1997).

Breach of psychological contract is quite common these days and a number of factors are associated with it. Morrison and Robinson (1997) believe that breach occurs when organizations make promises without any intention to fulfill them as circumstances prevent the organizations to keep in the promises or some times organization considers that it is fulfilling promises but employees feel otherwise. Organizations often fail to realize what employees are expecting from them which ultimately results in breach of psychological

contract. Thompson and Hart (2006) are of the view that not only the employees but at times the managers also create unrealistic perceptions about employees' obligations.

There are different types of breach of psychological contract such as distributive and procedural (Pate 2006). A feeling that allocation of rewards within the organization are unfair is commonly referred to as distributive breach of psychological contract while procedural breach is associated with poor treatment of employee by the management. However in every type of breach the employee considers that although he is trying to keep up the promised, the organization has failed what it was supposed to do for the betterment of the employee (Kickul & Lester, 2001). Another dimension of this breach is identified by Thomas, Au and Ravlin (2003). They suggest that it depends largely on cultural profiles. Each employees has different expectation from employer, thus the psychological contract is different and conditions of its breach also vary person to person. That's why Raja et al., (2004) proved that personality affects psychological contracts.

The outcomes of breach of psychological contract are quite negative both for employee and the employer. For employee breach of psychological contract results in stress which results in emotional exhaustion (Gakovic & Tetrick, 2003). Such feelings are associated with a number of health problems and burnout among employees. Apart from negative personal outcomes this breach induces a feeling of unfaithfulness in employees (Conway & Briner, 2002).

2.2.1. Breach of Psychological Contract and Organizational Cynicism:

Most of the earlier studies have not focused on the breach of psychological contract at all (Cantisano, Dominguez & Garcia, 2007). A few have explored the reasons leading to it while some have studied employee reactions to psychological contract breach (Coyle-Shapiro, 2002). Few studies have indicated that the contract violation does affect the employee's belief and ultimately causes changes in attitude and behaviour (Robinson, 1996; Morrison & Robinson, 1997). Anderson (1996) was probably the first researcher who presented a

comprehensive model and suggested that breach of psychological contract can result in development of organizational cynicism. His work attracted attention of many behavioural scientists towards this important aspect of organizational behaviour. Later Johnson and O'Leary-Kelly (2003) in their study analyzed effects of psychological contract breach on organizational cynicism. The breach results in employee's feeling that organization lacks integrity, for which organizational cynicism is an eminent outcome (Thompson & Hart, 2006; Dean et al., 1998). Though these studies examined relationship between two variables, still no study analyzed a sample from a developing country and public sector organizations, for which present study will attempt to add new findings in this important relationship. Other outcomes that this violation can result are deviant workplace behaviours (Kickul, 2001) lower contribution (Robinson, 1996) and poor performance (Pate, 2006).

The following hypothesis explains the proposed relationship between breach of psychological contract and organizational cynicism:

H5: Breach of psychological contract is positively associated with organizational cynicism

2.2.3. Job Autonomy

Job autonomy is defined as “the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out” (Hackman & Oldham, 1976). Autonomy gives individual authority to find out solutions personally (Wang & Netemeyer, 2002). Thus if one intends to provide employees autonomy with jobs the basic requirement would be the employees ability to accept responsibility and make decisions in their respective area of job as Shemesh(2005) considers autonomy to be a worthy choice if individuals can make knowledgeable decisions. Autonomy gives individuals the liberty to control the rate of work and to establish work and assessment procedures (Dee, Henkin & Chen , 2000) and the employee does not face strict controls (Meyer, 1987).

Among the other components of organizational behavior, job design holds a significant importance. The obvious reason for this importance is result of scholars attempts to relate employee motivation and performance with job design. Hackman and Oldham (1976) through their famous Job Characteristics Model (JCM) identified five core dimensions of job. These dimensions are

- Skill Variety
- Task Identity
- Task Significance
- Feed Back &
- Job Autonomy

Among these characteristics job autonomy has received most significant attention because it involves delegating powers to individual performing a task. The concepts of decentralization and empowerment are closely linked with job autonomy.

Despite emphasis on this important aspect of job, autonomy and its various dimensions are still considered not fully researched (Marchese & Ryan, 2001). This can be due to the fact that most of the organizations are not willing to empower the employees, since they consider it a risky option. Research points out a number of positive outcomes of job autonomy but employers are still reluctant to use it. There is considerable inconsistency between the need and actual practice of autonomy (Dee et al., 2000; Agnew, 1984).

The dimensions of autonomy are discussed differently in literature. A job is said to have autonomy if it is free from interference even by coworkers and the employee can decide each stage of work (Bakker, Demerouti & Euwema, 2005). Similarly autonomy is described to have two dimensions, one which deals with the extent by which the individual is controlled by others while the second dimension clearly refers to as self direction (Meyer, 1987). Regardless of its nature and dimensions, the literature for and against autonomy is quite diverse. While a majority of researchers talk about autonomy, it is understood both as a blessing as well as a problem for individuals so every employee does not prefer an autonomous job. Sometimes autonomy becomes difficult to handle because it places a higher responsibility and trust on the individual with minimum supervision (Langfred, 2004). But in most of the cases, more job autonomy leads to higher degree of responsibility and liability for behavior and conduct which tends to increase the commitment and performance of the employees (Marchese & Ryan, 2001). People tend to be dedicated in successfully performing the activities that are supported by their own decisions (Warnock, 1992).

Giving autonomy to employees is vital for both organizational as well as individual success. It is, in a way, a kind of on-the-job training for the employees which improves their

KSAs(Knowledge, Skills and Abilities) (Leach, Wall, Rogelberg & Jackson, 2005) and helps them to grow. The same is claimed by Engelhardt (2001) that job autonomy is not only healthy in itself but also leads to various other goods which is why it is believed to be an excellent component of human growth. Greater independence in job permits employees to include more job facets into their responsibility (Morgeson, Klinger & Hemingway, 2005) allowing them to use their abilities, knowledge and ingenuity to formulate strategies to fulfill their responsibilities (Wang & Netemeyee, 2002) which further increases their satisfaction and performance (Dodd & Ganster). Although organizations have accepted the fact that autonomous employees can better achieve goals but to a large extent, determines the level of autonomy given to an employee. Study conducted by Adler (1993) for example concluded that men are given more autonomy at workplaces as compared to women. It is vital for organizations to be aware needs of the autonomy of their employees but an intelligent move would be to detect whether absence of autonomy actually is an issue or not (Breugh, 1999).

2.2.3.1. Job Autonomy and Organizational Cynicism

Most of the studies have shown that autonomy is a key organizational necessity not just to facilitate success but also because refusal of provision of autonomy to employees force them to develop negative feelings (cynicism) towards the organization as Avey, Hughes, Norman and Luthans (2008) found out that more empowered employees report small level cynicism towards the organization. Absence of autonomy creates melancholy (Stets, 1995) and frustrate employees which results in misbehavior and felony (Agnew, 1984) creating serious problems for the organization.

Though studies specifically analyzing the relationship between job autonomy and organizational cynicism are limited, yet the few studies which used the Job Charctertes Model as the basis for determining the nature of relationship (e.g. Naus, Iterson & Roe, 2007) found support for their hypothesis that job autonomy will be negatively associated with organizational cynicism. Based on same analogy the next hypothesis of the present

study is to test whether job autonomy reduces organizational cynicism among public sector employees in Pakistan or otherwise.

The following statement represents the hypothesis for relationship between job autonomy and organizational cynicism:

H6: Job autonomy is negatively associated with organizational cynicism.

2.3. Organizational Cynicism

Organizational cynicism is an attitude that is both highly common and unnoticed by the researchers (Dean et al., 1998). Cynicism is a very complex matter to deal with at organization level (McCarthy & Garavan, 2007). It is constantly confused with skepticism but in reality both are quite opposite but cynicism can be called a moral skepticism (Yoos, 1985). In almost every organization there are a few individuals who experience this attitude. These individuals believe that selfishness lies at the base of human nature, people lie whenever they get a chance, show of care about others more than they actually do and pretend to be moral but their actions say the opposite (Grzeskowiak & Al-Khatib, 2009).

Organizational Cynicism is mostly related to the organizational functioning and environment and can have numerous causes.. Reichers, Wanous and Austin (1997) have identified lack of communication, lack of respect, lack of opportunity, unawareness and rude temperaments as the main causes of organizational cynicism. Berman (1997) on the other hand, believes that unfulfilled goals, which inhibits the formation of healthy relationships is a major cause of cynicism. Bernerth, Armenakis, Field and Walker (2007) claim that justice (related to processes and relations) is a sign of cynicism. While Richardsen, Burke and Martinussen (2006) suggest that increased job requirements and decreased resources are a source of cynical attitudes.

Cynicism gives rise to a number of negative emotions in the individuals towards their respective organizations. The most common are the feelings of dislike, anger, pain and hatred (Dean et al., 1998). Cynicism not only develops from personal experiences but awareness of

other's experiences e.g. unethical behavior of the organization with a colleague also makes the person cynical (Johnson & O'Leary-Kelly, 2003).

Organizational cynicism is not simply a feeling or attitude but is injurious for both the individual as well the organization for which he feels cynical. The drastic effects on the attitude holder include emotional exhaustion and burnout (Johnson & O'Leary-Kelly, 2003), decreased organizational loyalty, increased dissatisfaction, diminished enthusiasm, lack of trust towards the leaders (Reichers et al., 1997) and reduced performance (Byrne & Hochwarter, 2008). The organizations where such individuals exist also bear the consequences as Andersson and Batemen (1997) describe that employees who are cynical toward their organization tend to participate in unethical and disloyal behaviors at the workplace. It is also related to some serious behaviors, the most common among them are critical statement about company's lack of sincerity and honesty, sarcastic remarks about the company, negative forecasting about the company's future policies, mocking expressions (Dean et al., 1998) and judging organization's morality (Bakker, 2007). Therefore it is necessary for every organization to be aware of existence of cynical individuals and should devise strategies to minimize the extent of this attitude. Evidences support that training practices play a significant role in reducing cynicism (McCarthy & Garavan, 2007). Reichers et al., (1998) proposed employee participation in decision making processes, information sharing, and minimum level of organizational changes and provision of opportunities as the best ways to control and minimize the level of organizational cynicism.

2.3.1. Concept Defined

“Organizational cynicism is a negative attitude of a person towards his or her organization including three aspects: (1) a belief that the organization lacks integrity; (2) negative affect toward the organization; and (3) tendencies to disparaging and critical behaviors toward the organization that are consistent with these beliefs and affect” (Dean et al., 1998). It can be defined as an attitude, “characterized by frustration and disillusionment as well as negative feelings toward and distrust of a person, group, ideology, social convention, or institution”

(Andersson & Bateman, 1997). A cynic believes that the organization lacks reliability, truthfulness and equality (Davis & Gardner, 2004). Personality based concepts about cynicism consider it as a general stance of human character but it is not a human trait (Dean et al., 1998).

Stanley, Meyer and Topolnytsky (2005) have identified two problems with the general definitions of cynicism. First, cynicism is thought of as a multi-component construct but the components have not been identified. Second, the definition differs depending upon the point of function. Finally, cynicism is believed to be multi-dimensional but no relation between the dimensions have yet been explained. Cynicism is mostly examined in relation to trust and societal capital (Berman, 1997).

2.3.2. Traces of Cynicism in History:

Though organizational cynicism became a part of literature in recent history, the term cynicism itself has a long history way back in ancient Greece. In that particular era there were certain individuals in society who thought any form of institution like government was not acceptable to them and they wanted to live a free and natural life without any rules/regulations and boundaries. Dean et al.,(1998) report that they used to live quite a different life style which included wearing rough clothes and considered any material thing as unnecessary. Cynics questioned human integrity and thought that honesty was scarce in this world.

2.3.3. Cynicism in an organizational context:

Apart from its traces in history, the concept can also be traced in other disciplines such as political science where word political cynicism is quite common. But in organizational context there has been a debate on nature of this variable. Some researchers term it as a personality trait (e.g. see Cook & Medley, 1954). This school of thought considers that cynicism is an inbuilt feature among individuals, either you have it or you don't have it. If we accept this analogy then there is a little environment and situation that can change this

feeling of employee. But later researchers ignored this concept and presented their ideas. Becker & Geer (1961) were the main opponents of trait conceptualization of organizational cynicism. They suggested that cynicism is situation specific rather than personality specific. This version was later appreciated by many researchers in coming decades who were of the opinion that level of cynicism can be controlled in different situations.

2.3.4. Niederhoffer's Contribution-Occupational Cynicism:

Among this controversial debate of trait or situation, Niederhoffer (1967) conducted a comprehensive research on cynicism in an organizational context. While studying Police officers, Niederhoffer (1967) attempted to measure level of cynicism in these officers. In fact this study proved to be a base for numerous studies on cynicism in an organizational context. He suggested that the officers working in Police were subjected to a specific type of cynicism which is present only in Police Department. Thus he termed it as occupational cynicism which is type of cynicism present in different professional/occupational setting.

Before Niederhoffer (1967), the studies presented a theoretical perspective of cynicism, but he developed an instrument to measure the level of cynicism among Police Officers. Although the scale developed by him was an issue of criticism and debate in later years but his study provided a new insight on the concept of organizational cynicism.

2.3.5. Employee Cynicism:

A type of cynicism which has gained prominence in literature is employee cynicism. The target of this cynicism is unjust policies by senior management (Anderson & Bateman, 1997). In developed countries and even in developing countries the pay gap among managerial and ordinary workers is broadening day by day. Some studies suggest that in America this gap has reached the level of 85 times (Bryne,1991). Thus in organizations we are having an elite and privileged class and other marginalized groups of employees, who are

hardly making both ends meet. Thus the form of cynicism in employees due to inequity is described as employee cynicism.

2.3.6. Change and Cynicism

Change has become an integral complement of organizational life. Big or small all companies think that the success and survival is linked with ability to rapidly change strategies and objectives. Despite failures in many change efforts the immediate outcomes of each failure is initiation of a new change (Reichers, Wanous & Austin, 1997). The change effort normally results in a number of negative outcomes for employees and the feeling of contract violation becomes predominant when organizations due to their inefficient planning and implementation of change ultimately target the employees. This target can be in the form of down sizing or increased work load or in most of cases fear of being fired from the job. Thus change effort created an environment of uncertainty and ambiguity in which employee remain under a constant psychological pressure. This uncertainty results in a cynicism which researchers commonly refer to as change cynicism (e.g. see Reichers et.al. 1997).

2.3.7. Comprehensive study by Dean et al (1998) on Organizational Cynicism

Among various attempts by researchers to explain the concept of organizational cynicism, Dean et al(1998) published a comprehensive review on Organizational Cynicism in Academy of Management Review. In this paper the authors comprehensively covered following aspects of organizational cynicism:

- History of cynicism starting from Ancient Greece.
- Different approaches for understanding cynicism
- A new conceptualization of organizational cynicism
- Conceptual issues to discuss the phenomena
- Differences between cynicism and other work related attitudes

Based on the detailed review their definition is one of the most comprehensive definitions of organizational cynicism. For the present thesis, the same definition is used.

2.4. Impact of Organizational Cynicism on Outcomes:

2.4.1. Job Satisfaction:

Job satisfaction is a very crucial behavior exhibited by employees, which in different scenarios decide the fate of the organization. An employee who is satisfied by his job is more committed and work dedicatedly to achieve organizational objects but on the other hand a dissatisfied employee not only performs his work improperly but can inhibit the organization in achieving its goal and objectives.

Job satisfaction is also considered as the level of delight that an employee gets from his or her organization (McConnell, 1998). Job satisfaction is conceptualized as "*a general attitude toward an object, the job*"(Okpara, 2004). If one wants to increase the job satisfaction of individuals at the work place, just making them get deeply involved in their job will not directly help them to increase the satisfaction they experience from the work place (Sekaran, 1989).

Sekaran (1989) argued that quality work depends on job satisfaction or dissatisfaction which can be measured through various job related aspects as work itself, the environment in which the employees are working, salary and their career paths. Researchers also found that job satisfaction is an individual feeling towards his/her job which is influenced by various factors, for example, the one's relationship with his/her supervisor, physical environment in which employees work, the degree of fulfillment, salary, compensation and benefits etc (Ololube, 2005).

Considerably, job satisfaction, motivation and affective commitment are the key ingredients to the continuing growth for any organization and high class performance around the world. (Ololube, 2005). Kemery, Mossholder, and Bedeian (1987) also studied that, work-related tension has a fundamental impact on job satisfaction. It is also necessary to illustrate that, job satisfaction is "*an attitude conveying the degree to which an individual's work is capable of satisfying or frustrating (dissatisfaction) their needs*" (Griffin & Bateman, 1986).

2.4.1.1. Organizational Cynicism and Job Satisfaction:

Lawler (1994) argued that job dissatisfaction is experienced when the employee receives less than what he has expected out of the particular outcome. When received outcomes consist of feelings of being wronged, of thwarted competence, of the absence of conditions that permit effective delivery of service, and of the need to be inauthentic, personal resentment towards the job is manifested in the form of job dissatisfaction. Negative emotions have been linked with job dissatisfaction (Fisher 2000). Job dissatisfaction can range anywhere from poor work performance to the ultimate act of suicide. Smith, Adelman, Nelson and Taylor (1988) found that highly hostile individuals reported major negative life events and daily hassles than their low hostility counterparts. It follows that a negative view of the world extends to job, leading to dissatisfaction with task, people, pay and promotion. Job satisfaction also boosts self confidence in employees; it improves or decreases self confidence and lack of job satisfaction may cause a person to exhibit aggressive behavior towards others (Korkmaz, 2007).

The following hypothesis explains the relationship between organizational cynicism and job satisfaction:

H7: Organizational Cynicism is negatively associated with Job Satisfaction.

2.4.2. Organizational Commitment

“The psychological attachment felt by the person for the organization reflects the degree to which the individual internalizes or adopts characteristics or perspectives of the organization.”(O’ Rielly and Chatmann, 1986), “a bond linking of the individual to the organization” (Matieu and Zajac, 1990). Generally, researchers agree that while

organizational commitment reduces turnover rates and absenteeism, it does not have definitive positive impacts on work effort and job satisfaction (May, Korczynski, & Frenkel, 2002). Commitment ties the individual with the organization since he has made valuable investment in the organization by spending time and effort (Mottazz, 1989).

Organizational commitment is distinct from other attitudes (Meyer & Allen, 1997). Apart from studies discussing the basic concept of commitment, a number of studies suggested that organizational commitment is a multidimensional construct. O'Reilly and Chatman (1986) consider compliance, identification and internalization as components of organizational commitment. Meyer and Allen (1991) in their comprehensive analysis found three components of organizational commitment which are affective, normative and continuance.

Earlier studies indicate that organizational commitment has been studied in relation with other attitudes like job satisfaction (Rayton, 2006) but limited literature addresses the relationship of this positive attitude with some negative attitude like organizational cynicism. The following discussion attempts to theoretically link the both constructs.

2.4.2.1. Organizational Cynicism and Organizational Commitment:

In his classical study on occupational cynicism, Niederhoffer (1967) placed organizational commitment at one extreme and organizational cynicism on the other extreme on the scale to measure cynicism. Thus Niederhoffer (1967) considers both attitudes exactly opposite to each other. Employees having more cynicism will lack organizational commitment. In keeping with this argument, Reichers et al. (1997) found that cynical individuals exhibited less motivation to work hard, and were less committed to the organization, which might result in reduced performance. Dean et al.,(1998) also consider that both variables are negatively associated, however having cynicism does not connote that it is equivalent to lack of commitment.

The proposed relationship between organizational cynicism and organizational commitment is given in following hypothesis:

H8: *Organizational Cynicism is negatively associated with Organizational Commitment.*

2.4.3. Counterproductive Work Behavior (CWB)

Numerous researchers have defined Counterproductive Work Behavior(CWB) in their own ways. Counterproductive behavior is defined by Sackett in 2002, as “any intentional behavior on the part of an organization member viewed by the organization as contrary to its legitimate interests”. While Chang and Smithikrai, (2010) are of the view that CWB is a set of behaviors that operate against the interests of the organization, and are consciously chosen by the individuals to engage in. Martinko, Gundlach, and Douglas (2002) consider these negative behaviors as actions by people that not only damage its individuals but hurt overall organization. According to Vardi and Wiener (1996) both managerial and non-managerial individuals commit such negative behaviors and it is not limited to only few workers. Few requirements have been proposed by Marcus and Schuler (2004), for the act to be counterproductive. These include the following; the act must be voluntary, inevitably detrimental and must oppose the lawful interests of the organization or individuals.

Any kind of negative employee behavior which is also against the law of that workplace comes under the terminology of counterproductive workplace behavior (CWB). Research shows that Robinson and Bennett (1995) have termed CWB as deviant workplace behavior. They have defined deviance as any deliberate act that go against the significant norms of the organization and threatens the interests of the organization and its members. For Lucas and Friedrich (2005), deviance means any kind of negative or damaging beliefs, values or behaviors that diverge from the conventional norms. Levine (2010) advocates that all activities without organizational support, that unfavorably affect consumers, opponents, government agencies, even entire states, and the surroundings possibly be done by individuals inside the organization, would be measured as deviant behaviors. Generally, employees perform these deviant acts when their level of attachment with the organization is weak or not very strong (Galperin & Burke, 2006).

Workplace incivility is another form of CWB (O'Brien, 2004). Anderson and Pearson (1999) explained the phenomenon of workplace incivility as the behavior that violates norms of mutual respect and portrays rudeness and disrespect for others in workplace. It is mild form of deviant workplace behavior. Martin and Hine (2005) further explored the topic and said that harassment and bullying are different from workplace incivility although many of their placid forms may fit the workplace incivility definition but it would be wrong to include extreme forms like physical assault in the category.

Anti-social behavior is another term that is equivalent to CWB. Both violate the organizational norms purposely and do not show concern for others (Thau, Crossley, Bennett & Sczesny, 2007). Spector & Fox (2002) propose that counterproductive work behavior deliberately harms the organization and its members and consists of acts such as staying away from work, performing tasks in a wrong manner, aggression, lack of sympathy, sabotage and theft. More often workers are under personal or organizational burdens to perform deceitfully and dishonestly in ways that can damage the organization (Trevino & Weaver, 2001).

2.4.3.1. Causes of Counterproductive Work Behavior

Very little work has been done to explore the reasons why there is more CWB in some organizations as compared to others (Sherman, 1980). It is said that counterproductive behavior is neither the outcome of a power-hungry human nature nor the product of a faulty or substandard society (Piven, 1981). Rather, there are multiple reasons that cause these deviant acts. Grover (1993) says that employees can deviate and give false statements just to get promotion or to make extra money. According to Marx (1981), existing studies related to CWB overlooks a critical point that can be very helpful in determining the reasons for such actions. The point is the particular situation within which deviation takes place. Negative situations can even cause good employees to get involved in activities that are detrimental to the organization's interests (Sady, Spitzmuller, & Witt, 2008). Jonge and Peeters (2009) found that those workers who met more physical anxieties and faced low emotional support engaged in negative behavior. Another study reveals that conflict is a key trigger of workplace deviance (Raelin, 1994). Ayoko, Callan and Hartel (2003) have identified that conflict appears as a precursor of bullying and this ultimately results in counterproductive behaviors at work.

Another factor that is significantly related with CWB is unjust workplace environments lead to CWB, which can reduce employee productivity. In any unjust workplace, employees resist to work efficiently. Because they know that their work will not be appreciated as compared to other employees, because there is unfairness and favoritism going on openly. According to Trevino and Weaver (2001) employees will react with actions to equate the perceived injustice. Similarly Lipman and McGraw (1988) found that employees who feel that they are not fairly treated in terms of compensation are displeased and dissatisfied from their job and are most likely to steal from their managers and coworkers. The notion is supported by Pierre and Holmes (2010). They are of the view that employees may protest by penalizing the cause of unfairness if they see themselves as sufferers of discrimination. Whereas, Galperin and Burke (2006) suggest that people with great passion for their work and goals will do anything to achieve their objectives. They may get agitated if their subordinates do not complete the work on time and are likely to exhibit negative behaviors e.g. acting in a rude manner, cursing someone at work etc. Working environment within the organization is also a

contributing factor of CWB. Cynicism is also related with CWB. Cynicism results in decreased organizational citizenship behavior and increased unethical behavior (Andersson & Bateman, 1997). Organizational environment portrays the traits and characteristics of an organization. It also has an effect on employee motivation and employee behavior (Srivastav, 2006). Research implies that specific characteristics of an organization's environment results in employee deviance (Henle, 2005). On the other hand it is said that a significant predictor of variation in workplace deviance is job satisfaction (Judge *et al.*, 2006; Martin & Hine, 2005). Swider and Zimmerman (2010) consider burnout to be one of the causes of counterproductive work behavior. Competition is another determinant of CWB. In, 2006, Jelinek and Ahearne studied the determinants and extent of CWB in sales persons and found that competition unintentionally gives rise to deviant behaviors. Personality traits may relate to complex CWBs. Associating these traits with type of job can contribute towards determining the negative behavior (Bolton, Becker, & Barber, 2010). Crittenden, Hanna, and Peterson, (2009) said that the socioeconomic environment plays a key role in determining generally-accepted business practices both positive and negative. Culture influences work attitudes (Gelade, Dobson, & Gilbert, 2006). Thus it can be deduced that culture has a part to play in determining CWB. Sauser (2007) has shown that in addition to work policies, work environment, organizational culture and employee job satisfaction; fair and just behavior of managers and respect given to employees are the major determining factors of theft, a dimension of CWB.

2.4.3.2. Dimensions of CWB

Abuse includes destructive actions aimed at colleagues and others that harms either physically or psychologically by giving threats, malicious comments, ignoring the person, or undermining the person's ability to work effectively. These behaviors are direct forms of aggressions. Porath and Erez (2009) showed that a harsh or offensive remark can give rise to both conscious and unconscious aggressive thoughts that drive individuals towards aggressive behavior. Bullying is characterized as any behavior that is exhibited with the intention to hurt the other person and involves verbal and physical abuse, coercion or any physical means like kicks and punches that can damage property, self-image or harm the body (Vickers, 2001). Bullying involves conditions in which a person experiences negative

behavior from others over a long period of time (Ayoko *et al.*, 2003). Hence, one can say that bullying is a form of abuse which in turn is a counterproductive behavior. The negative effects of bullying are noteworthy for both the employees and their managers. Bullying can even lead to employee turnover (Baruch, 2005). Monks *et al.* (2009) has found bullying to be one of the extreme workplace stressor. All workplace bullying acts possess the common factor of adverse and objectionable verbal or non-verbal actions (Saunders, Huynh, & Delahunty, 2007). Emphasizing on the importance of controlling workplace abuse and bullying, Vickers in a study in 2006 said that managers are paying critical attention towards devising policies that can protect employees from being bullied at work. Another form of abuse is the interpersonal mistreatment. Interpersonal mistreatment varies from minor negative comment to general incivility to obvious harassment and violence (Cortina & Magley, 2003). The organization has to bear exceptionally diverse costs of physical violence at work place (Steffgen, 2008). Disempowerment has been found to be a chief predictor of workplace violence. Spreitzer (2007) declares that disempowered employees get involved in violence in an effort to manipulate the work environment. Altman and Akdere (2008) found that interpersonal interaction among employees at work like passing a rude comment or making a face results in reduced performance. Interpersonal interaction is the way people behave toward each other. Jensen, Opland and Ryan (2009) are of the view that employees may use verbal abuse as a tool to show their annoyance resulting from relational agreement disobedience.

According to Spector *et al.* (2006) production deviance is less obvious and is difficult to prove. It refers to the ineffective performance of job, intentionally on part of the employee. Hollinger and Clark (1982) view production deviance as employee actions that hamper the organizational efficiency by affecting the quantity and quality of work being done.

Lim (2002) considers cyber loafing as a counterproductive work behavior. When worker uses workplace internet facility for non-office purposes, it is one type of production deviance known as cyber loafing. Popovich (2010) says that CWB concerning the usage of computers can be from minor to intense and can also offer a new opportunity for other negative behaviors.

There are different methods through which workers can sabotage their bosses other than the damage of material goods. Often the discontented employees unfairly criticize their superiors to customers (Tucker, 1993). One of the emergent problems that is anticipated to enhance further is the misuse of information and communications technology in the organizations (Weatherbee, 2010).

According to Lipman and McGraw(1988), employee theft is a problematic issue among the American companies. They have shown that the American companies have to suffer a loss of \$40-billion-per-year because of employee theft. Niehoff and Paul, (2000) regard theft as planned and intended acts by employees aimed at the organization rather than at other individuals. Different employees hold different views regarding the concept of theft. Schmidtke (2007) examined the beliefs held by various employees on the subject and discovered that employees consider some forms of behavior as theft (for instance, stealing cash) while deem other as valid acts such as unauthorized taking of food by restaurant workers is considered as perk of the job rather than stealing. Employee theft is considered to be a major problem in almost all fields of business including retailers, bankers, manufacturers, builders, grocers, small businesses, hospitals, pharmacies, nursing homes, service providers, law firms, and government agencies (Sausser, 2007). One of the motives behind employee theft is lower job satisfaction. Kulas, McInnerney, Demuth and Jadwinski, (2007) have identified that; employees who are dissatisfied with their jobs have a greater propensity to indulge in theft in comparison to the satisfied employees. Secondly favorable climate for theft in an organization can act as a source of employee deviation as well. In this regard, Hollinger and Clark (1983) found that employees who think they will not be caught are more likely to steal as compared to those who believe the inverse. Thus if organizational policies are strict and employees recognize that they will be punished for theft, they will not involve in such activities. Reporting of theft is also a problematic issue. Workers refrain from reporting such activities taking place in the organization because of fear of losing their jobs or due to other work pressures (Penney & Spector, 2005). Hence, management should focus on controlling theft by formulating best possible policies and using well-planned and well thought out security procedures (Lipman & McGraw, 1988).

Withdrawal comprises of behaviors that decrease the working time of employees from the standard time requirement of the organization. It includes absence, arriving late or leaving early, taking fake sick leaves, and taking longer breaks than allowed etc (Spector *et al.*, 2006). In the opinion of Kulas *et al.* (2007) deviant behavior that results in the decline of working time (such as delay, absence, abuse of sick time, unauthorized breaks, socializing) is called time theft. For Marcus and Schuler (2004) absenteeism holds a unique place in the domain of CWB with its diverse impacts on the well-being of the organization. For them; taking sick leave without being actually sick is a dishonest act and is counterproductive. While studying performance inhibiting work place dynamics, Altman and Akdere (2008) have identified that certain unpleasant interpersonal interactions or supervisor's behavioral instructions can lead to CWB exhibited by the employees like withdrawal.

Cheating is also a form of CWB. Crittenden *et al.* (2009) studied the phenomenon of cheating and gave the idea of cheating culture. In their view cheating culture exists where people tolerate cheating behavior, think that cheating is essential for the accomplishment of their goals and recognize that everyone cheats to become successful.

Work is a social phenomenon and involves interaction with other people. Thus it is imperative to take into consideration the third party while discussing CWB. According to Neff (2009), in case of counterproductive work behavior by an employee, its impact is not only limited to that individual or the company rather it also influences other associates, customers or further related parties. Vardi (2001) believes that these behaviors negatively affect a wide range of areas including organization functions like production, organization assets, people related to the organization and the organization itself.

Litzky, Eddleston and Kidder (2006) recommend that in order to eradicate workplace deviance and its effects from an organization, the managers must strive to identify the chief instigators of workplace deviance. An organization can overcome the adverse outcomes of deviant behavior by modifying its practices, customs and values (Appelbaum & Shapiro, 2006). Managers can play a vital role in reducing CWB by developing a fair and moral work environment, respecting the employees, and devising just rules and policies of rewards and punishment (Litzky, Eddleston & Kidder, 2006). Thau *et al.* (2007) believe that by fostering trust among employees, CWB can be reduced. Similarly, Gelade *et al.* (2006), propose that

when employees have amiable relations with their colleagues and seniors, they exhibit positive attitudes toward their organizations. While Harris, Harvey, Harris & Brouer, (2007) argues that CWB can be toned down if the managers take optimal steps to instill moral values in employees and enhance their moral capacity. Appelbaum, Iaconi & Matousek (2007) recommend that it is the responsibility of the management to not only pay attention to the individual factors but also consider organizational factor while trying to curtail the negative behaviors in the workplace. Moreover, the organizations must strive to devise effective strategies in their attempt to curtail the incidents of negative behaviors rather than blaming the employees for the acts (Niehoff & Paul, 2000)

Corruption has been defined in a number of ways. The common factor in all the definitions is the component of “private gain” (mostly financial) for the individual who performs this act (Sherman, 1980). Mishra (2006) has defined corruption as “behavior that deviates from formal duties because of private gains.” McKinney and Moore (2008) further elaborate the concept of corruption by giving the following example; if an official, while performing his duties receive something valuable from a person to manipulate a decision in his favor, he has performed an act of corruption. Corruption is a bilateral arrangement involving both officials and corrupt bribe payers (Ackerman, 2002). Corruption is prevalent in every country or society (Luo, 2008). Larsson, in his research in 2006 stated that Russia faces a critical problem of corruption and crime. While conducting a survey in the South Asian countries, Davis(2004) found from the general public that corruption has become an integral part of business practices and use of money and contacts to get the work done are common practice of the people. Pervasive nature of corruption in some societies points towards the fact that corruption has become a custom despite being socially condemned (Mishra, 2006). For many people in specific cultures certain acts like paying extra money for the completion of certain task or getting additional favors by paying certain amount are not considered as corruption. Davis (2004) found this thing while doing a research on water supply and sanitation service provision in several South Asian localities. Osipian (2009) is of the view that in situations when corruption becomes an accustomed practice, it is imperative to oppose it in an effective manner. According to Ashforth and Anand (2003) once corruption is ongoing, it takes more conscious effort to discontinue it than to continue it. Likewise Graaf and Huberts (2008) says

that becoming corrupt is a down hill journey. After the first act, it becomes effortless to carry on the practice while it gets harder to abandon it.

Social and cultural factors are found to be the foundation of corruption and corruption proves to be a barrier towards the interest of general people and their social advancement (Luo, 2004). Aguilera and Vadera (2008) gave the idea that corruption in an organization is a result of a blend of opportunity and motivation. Corruption poses a great deal of difficulty for entrepreneurs and innovators (Anokhin & Schulze, 2009). Graaf and Huberts(2008) specify that corrupt officials possess bold and dominant personalities and are confident enough to engage in negative activities while disregarding the official boundary of power and authority. Corruption is a global issue. While examining the effects of corruption on cross border investment by multinational firms, Wu in 2006 found that corruption is less of a barrier to investment for multinational firms from more-corrupt countries than it is for those from less-corrupt countries. Ganuza and Hauk (2004) views corruption to be very much interrelated with “bad country” variables, like negligible accountability of political parties, a poorly functioning juridical system, etc. On the other hand Ve`ron, Williams, Corbridge and Srivastava (2006) argues that corruption is not always an outcome of “bad governance” or an “indication of a country’s primary weakness”.

Corruption is detrimental to the economic growth and development of a country (Larsson, 2006). It can deteriorate the economic health of a country in several ways. Blackburn and Puccio (2009) discussed the numerous ways by which corruption can inflict losses on general public such as by eradicating opportunities, diminishing resources, distorting price signals etc. Wu (2006) states that corruption is a world wide dilemma and a variety of strategies have been formulated to undermine corruption.

Corruption is an intricate and versatile concept. It is of multiple types and each type has a variety of outcomes in different framework (Luo, 2004). There are a number of forms of corruption namely; embezzlement, fraud, and bribes, along with many underlying forms such as nepotism, preferential treatment, favoritism, exchange of favors, exchange of services, etc (Osipian, 2009). If corruption is a constituent of culture, bribery may reflect simply the principles, norms, preferences, or perception of individuals toward corruption (Wu, 2006). Gordon and Miyake (2001) classify the term bribery as transmission of property or funds in a

negative manner. In developing nations, bribery is found to be a social plague (Gorodnichenko & Peter, 2007). Because of increased media coverage and press reporting on incidents of corruption, bribery and corruption have become prime public concerns in many countries (Bernardi & Vassill, 2004).

According to Gorodnichenko and Peter (2007) the occurrence of corruption appears to be very high in enforcement agencies and public administration departments. As stated earlier, the outcomes of corruption are harmful and diverse in nature. They cannot, in any case, be ignored or overlooked. Although corruption is detrimental to all fields or areas of an organization, researchers have found that Public procurement is the worst affected area (Csa'ki & Gelle'ri, 2005). The process model of collective corruption proposed by Palmer (2008) assumes that unlawful activities or illegal behaviors are prompted by the top managers in the organization. Thus one can say that corruption trickles down in an organization from the top management level.

In many developing nations, corruption has become so deep-rooted into the foundations of culture that it is not likely to fade away quickly or easily (Blackburn & Puccio, 2009). Ashforth and Anand (2003) have proposed three components to stabilize corrupt practices in an organization. They are; *institutionalization*, *rationalization*, and *socialization*. In Gorodnichenko and Peter's (2007) opinion, besides guaranteeing fair salaries in government sector organizations, steps should be taken to enhance transparency and improve accountability to curtail corruption.

2.4.3.3. Organizational Cynicism and Counterproductive Workplace

Behavior:

Organizational cynicism represents a negative attitude (Dean et al., 1998) while deviant workplace behavior represents as negative behavior which attempts to harm the organization (Spector & Fox, 2002). According to attitude behavior relationship, negative attitude is generally followed by negative behavior. Thus theoretically organizational cynicism which is a negative attitude can be linked with deviant workplace behavior. Earlier studies found a negative relationship between cynicism and positive behaviors like organizational citizenship

behavior (Andersson & Bateman, 1997) and positive relationship between organizational cynicism and deviant workplace behavior (Judge, Scott, & Ilies, 2006).

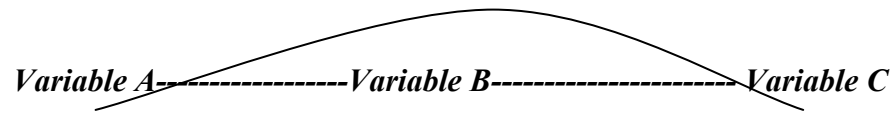
Based on above comprehensive review of the literature, the following hypothesis explains the proposed relationship between organizational cynicism and counterproductive work behavior:

***H9:** Organizational Cynicism is positively associated with Deviant Workplace Behavior*

2.5. The Mediating Role of Organizational Cynicism:

In addition to testing the antecedents and outcomes of organizational cynicism, the integrated model developed for present study also examines the role of organizational cynicism as mediator between the determinants and outcomes. According to findings of Barron and

Kenny (1995), to establish the mediation between variables following conditions must be satisfied:



To prove that variable B mediates relationship, A must be related to B, B to C and A must also be related with C. Based on these conditions the above mentioned literature has established a sound theoretical background to establish the relationships among various variables like perception of politics, breach of psychological contract, job autonomy and organizational cynicism satisfying the first condition for mediation. Later part of literature review establishes a clear relationship between organizational cynicism and its outcome like job satisfaction, organizational commitment and deviant workplace behaviors. Thus above discussion satisfies the two conditions for mediation i.e theoretical relationship from A to B and from B to C.

The following theoretical support establishes the missing link i.e. relationship from A to C. This will support the hypothesis to test the mediating role of organizational cynicism.

A number of studies examined the relationship between perception of politics and employee attitude. Two of most commonly researched employee attitudes are job satisfaction and organizational commitment. Earlier studies like Bozeman et al., (2001), Cropanzano et al., (1997), Reichers et al., (1997) and Wanous, Reichers, and Austin (2000) established clearly that perception of politics negatively affecting the positive employee attitudes like job satisfaction and organizational commitment. Similar findings by Ferris, Fedor, Chachere and Pondy (1989) proved that there is a significant negative relationship between perception of politics, job satisfaction and organizational commitment. These findings act as sufficient evidence in literature that perception of politics is also directly linked with job satisfaction and organizational commitment.

Similarly the relationship between perception of politics and deviant workplace behavior is also well established. Different names have been used in literature to describe deviant workplace behavior like counter productive work behavior, antisocial behavior. Findings by Cropanzano et al. (1997), Vigoda (2000), Vigoda (2002) indicate that perception of politics results in negative behaviors which are generally termed as deviant workplace behaviors. Similarly Randall , Cropanzano, Bormann and Birjulin(1999) found that perception of politics is positively associated with organizational citizenship behavior (OCB) which is considered an opposite behavior to deviant workplace behavior.

For decades research on psychological contract and breach of psychological contract has got considerable attention in literature. Apart from examining the outcomes of breach of psychological contract, a number of studies focused on organizational commitment and job satisfaction. Coyle-Shapiro & Kessler (2000), Lester, Turnley, Bloodgood, & Bolino (2002), and Thompson and Bunderson (2003) established that breach of psychological contract does affect positive employee attitudes.

A meta analysis of various studies by Spector (1986) indicate that autonomy has a significant positive relationship with job satisfaction and organizational commitment. Similar are the findings by Laschinger, Finegan and Shamian(2001). When employee is empowered through job autonomy, he is allowed to take self drive and direction. Though autonomy also demands more responsibility and accountability, still most of the studies support that job autonomy helps in development of positive attitudes like job satisfaction and organizational commitment. Similarly the relationship between job autonomy and deviant workplace behavior also received considerable attention of researchers (e.g. see Folger & Skarlicki, 1998). These findings provide a sufficient evidence to establish a relationship between job autonomy and deviant workplace behavior.

The following hypotheses describe the mediating role of organizational cynicism based on literature review:

H10: *Organizational cynicism mediates relationship between Perception of Politics and Job Satisfaction.*

H11: *Organizational cynicism mediates relationship between Perception of Politics and Organizational commitment.*

H12: *Organizational cynicism mediates relationship between Perception of Politics and Deviant Workplace Behavior.*

H13: *Organizational cynicism mediates relationship between Breach of Psychological contract and Job Satisfaction.*

H14: *Organizational cynicism mediates relationship between Breach of Psychological contract and organizational commitment.*

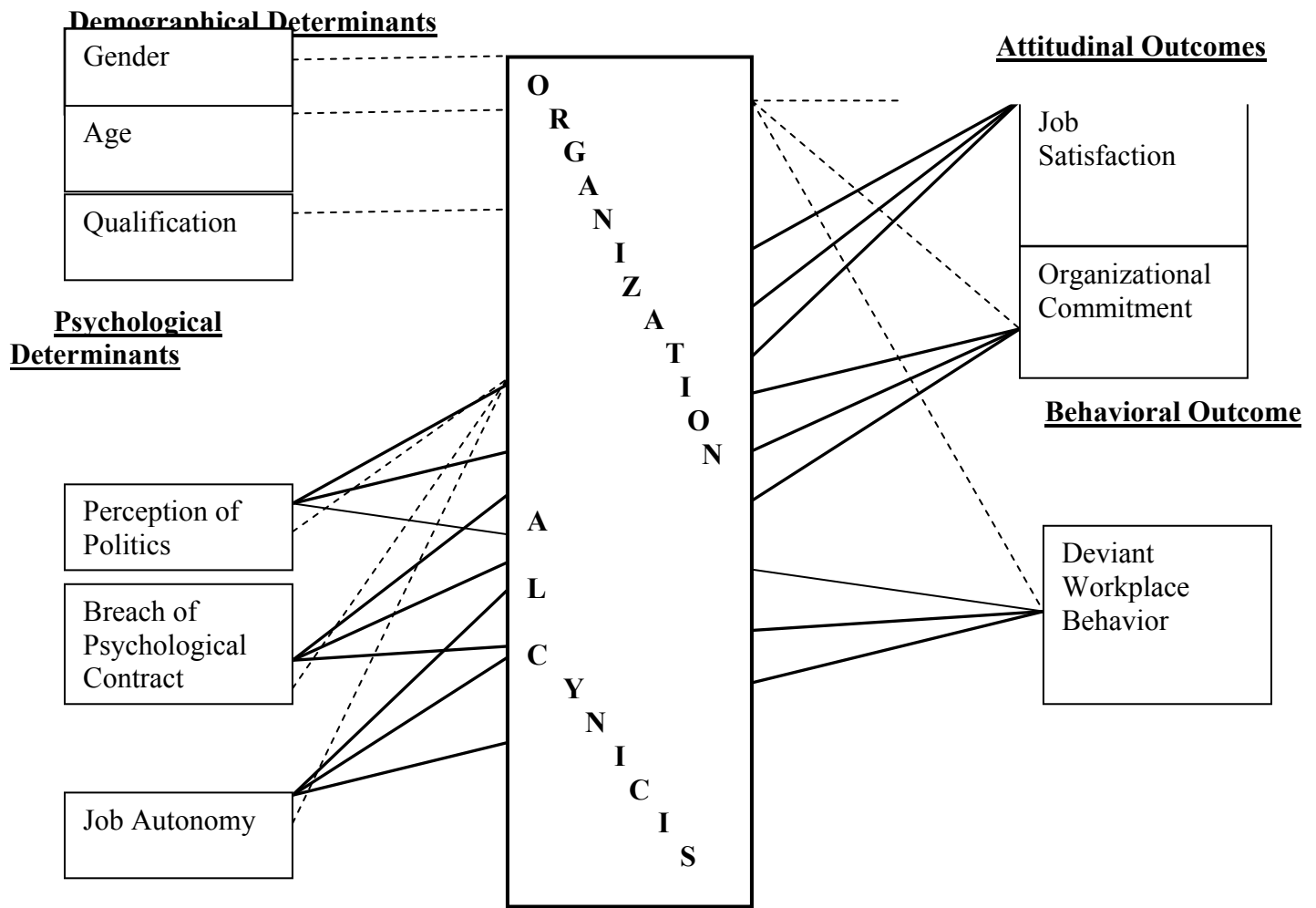
H15: *Organizational cynicism mediates relationship between Breach of Psychological contract and Deviant Workplace Behavior.*

H16: *Organizational cynicism mediates relationship between Job Autonomy and Job Satisfaction.*

H17: *Organizational cynicism mediates relationship between Job Autonomy and Organizational commitment.*

H18: Organizational cynicism mediates relationship between Job Autonomy and Deviant workplace Behavior.

Figure 2.1. Research Model



CHAPTER 3

RESEARCH METHODOLOGY

This chapter discusses research methods used in study. The main discussion is on the research design, sampling, sample characteristics, instrumentation, reliability and validity.

3.1. Research Design:

The study mainly aims at measuring various forms of attitudes and behaviors among public sector employees in Pakistan. For such a study the most appropriate method for analysis is survey and data is collected from representative sample.

3.1.1. Quantitative Research:

Researchers have option either to conduct a qualitative research or quantitative research depending on nature of study. The study is quantitative in nature as the results and final findings are based on data collection from respondents through questionnaires. The collected data is analyzed using different statistical tools.

3.1.2. Cross Sectional Study:

With reference to time horizon, the study is cross sectional in nature. In cross sectional studies the data from respondents is collected just on a single point in time and that is used for further analysis. The other type is commonly referred to as longitudinal study. Some studies require researchers to collect data at different times for reaching at a conclusion, so if data is collected more than once from respondents, such studies are longitudinal studies. Since the present study attempts to find out contributory factors of cynicism, the appropriate design is cross sectional

study since the attitudes and behaviors being discussed in study do not change in a short period of time.

3.1.3. Unit of Analysis:

The unit of analysis basically indicates the unit/level from where the data is collected and the main analysis is done for that unit/level. For example the unit of analysis in a research can be an individual, a group, an organization or an entire culture. Since the main focus of present study is to address the issue of organizational cynicism among public sector employees, the unit of analysis for present study is an individual.

3.2. Population and Sample

3.2.1. Labor Force in Pakistan

As per latest report issued by the Federal bureau of Statistics(2009), the composition of labor force above 10 years of age in Pakistan contain 2.78% workforce which is working in public administration and defense forces.

3.2.2. Population:

The population for present study is public sector employees working under the Federal Government of Pakistan. Administratively, Pakistan is divided into five provinces and each provincial government is having its own employees to run affairs of Government. The main controlling unit of all the provinces and country as a whole is the Federal Government. There is a huge number of public sector employees working in Pakistan. An estimated 2.8 million employees are working in different public sector organizations of Pakistan (Federal Bureau of Statistics, Labor Force Survey, 2009). However these are sub divided into autonomous bodies, provinces and the employees working for the Federal Government. All the provincial

governments and the autonomous bodies have their own set of rules and procedures. In some cases the salary structure is also quite different. Hence collecting data from such a diverse and huge population was difficult. Moreover it was also difficult to generalize results from one study on entire public sector organizations of Pakistan.

Based on above complications, the main sample for present study consists of employees who are working in public sector organizations controlled by the Federal Government and who are not working in any autonomous bodies of the Federal Government. These employee known as Civil Servants since they are governed through the Civil Servants Act, 1973. An estimated 376,000 civil servants are working under the Federal government in Pakistan (Federal Bureau of Statistics, Labor Force Survey, 2009).

The civil servants in Pakistan are categorized into 22 Basic Pay Scales (BPS). These scales represent different jobs and different levels in organizational hierarchy. For example the lower level employees are up to BPS-16 and the executive cadre starts from BPS-17. The officers in Executive Cadre are selected through Federal Public Service Commission (FPSC) while at lower levels the employees are generally selected at the organizational level. The main controlling unit of these employees is termed as a ministry and majority of Federal Government ministries are located in the Federal Secretariat in Islamabad. Still a large number of Federal Government employees also work in provincial capitals as well.

3.2.3. Sample and Sampling Technique

The major objectives of sampling are to select a representative group of elements that truly reflect the characteristics of the population. Since in majority of cases we can not collect data from entire population, sampling is the only viable option to collect data. However since results from sample are to be generalized on entire population, utmost care is required for sample selection.

The broad categories of sampling are probability sampling and non probability sampling. In probability sampling each element of population has got an equal chance to become a member of sample. While in non probability sampling the situation is opposite and no probabilities are attached. A popular form of non probability sampling is convenience sampling whereby data is collected from members of population who are conveniently available. The present study used the convenience sampling technique.

The reason for using convenient sampling is due to the fact that civil servants in Pakistan are scattered in a number of organizations and are in huge numbers. Definitely in a limited time period it was not possible to reach all the organizations. Although every effort was made to reach different organizations/ cities across Pakistan to collect data from representative sample. Hence for present study convenient sampling appeared an appropriate technique. The data was collected from following cities:

Table: 3.1. List of cities and data collected

<i>Serial</i>	<i>Name of City</i>	<i>Number of Respondents</i>
1.	Islamabad	653
2	Karachi	110
3	Lahore	83
4	Peshawar	53
5	Quetta	23
6	Gilgit	26

The reason for having a large number of respondents from Islamabad is that all the ministries and their major staff strength is working at Islamabad in the Federal Secretariat. Since most of the population of federal government servants are working at Islamabad, the sample also include

majority of respondents from Islamabad. Still to make sample more representative of population, data was also collected from the provincial capitals where some Federal Government organizations are also working. Thus we can say that geographically the sample is representative of population.

3.3. Sample Characteristics

The following tables indicate the sample characteristics from whom the data was collected.

3.3.1. Age

Age is one of the independent variables of the study. In majority of studies the age is used as control variable but in present study its relationship with other variables will also be examined. In present section the main objective of the following table is to describe ages of respondents. Data on age was collected as a categorical variable rather than a continuous variable because of the fact that respondents and specially the female respondents were generally reluctant to tell their exact age as per norms prevailing in Pakistan. Thus to avoid many missing values against age, the data on age was collected on a categorical scale rather than a continuous scale.

Table: 3.2. Age distribution of Respondents

Age	Frequency	Valid Percent	Cumulative Percent
18-24 years	205	21.6	21.6
25-31 years	251	26.5	48.1
32-38 years	146	15.4	63.5
39-45 years	141	14.9	78.4

46-52 years	107	11.3	89.7
>52 years	98	10.3	100.0

N= 948

Table 4 represents composition of the sample with reference to age groups. Around 47% of respondents are less than 31 years of age. Thus the results are more representative of young respondents opinion about various issues under study. If we talk about the demographic composition of workforce in Pakistan with reference to age, most of the workforce in Pakistan is of young age. On the other hand a good amount of representation of the employees having ages between 30-50 years is there. The older workers having age of more than 52 years are also represented in sample having a representation of 10.3%. Since the retirement age in the public sector organizations is 60 years, hence no respondent had an age above 60 years. Thus we can say that the sample is balanced with reference to representation of various age groups. Moreover if we compare these figures with overall composition of labor force in Pakistan with reference to age we will find that sample for present study is a good representative of overall labor force in Pakistan.

3.3.2. Qualification:

The next demographic factor under study is composition of sample with reference to qualification. Unlike majority of studies, for the present study qualification is part of theoretical framework and is used as an independent variable to assess its impact on organizational cynicism.

The following table represents the sample composition with reference to qualification:

Table: 3.3. Respondents Qualification

Qualification	Frequency	Valid Percent	Cumulative Percent
Intermediate or less	287	30.3	30.3
Bachelors	526	55.5	85.8
Masters	132	13.9	99.7
MS/PhD	3	.3	100.0

The literacy rate in Pakistan is quite low. The latest figures indicate it at 46%. People having formal school, college and university education are quite low in numbers. However for present study employees who filled in questionnaire were working at least on some clerical nature job for which in Pakistan they are required to have at least secondary level education. The lower level employees and illiterate employees were intentionally not recruited for data collection due to reason that they could not fill the questionnaires and provide accurate information for various variables under study.

The highest percentage of respondents possessed bachelors degree. The reason for having majority of respondents with this degree is the fact that in public sector organizations majority of

lower level office jobs like assistants etc are selected on having at least bachelors degree. Similarly for officers in public sector organizations, the minimum qualification is also bachelors. Hence we can see majority of respondents having this qualification. A good number of respondents (13.9%) possess master degree while just 0.3% respondents posses MS/PhD degree. Thus an attempt was made to have data from employees having a diverse educational background.

3.3.3. Rank in Organizational Hierarchy

A number of researches identified that employee’s status in organizational hierarchy affects job attitudes (e.g. see Cohen, 1992). Hence for data collection, it is important to collect information from various levels of employees.

As described in table: 2, there are 22 levels with reference to employee status in public sector organizations of Pakistan. However the common differentiation in organizational level hierarchy is also on the basis of status of individual, i.e. officer or employee/staff. Although the officer cadre normally starts from BPS-17, but some BPS-16 officer are also recognized as officers.

The following table gives details of sample composition with reference to rank in organizational hierarchy:

Table: 3.4. Rank in Organizational Hierarchy

Job Class	Frequency	Valid Percent	Cumulative Percent
Officer	339	35.8	35.8
Staff/Employee	609	64.2	100

These figures indicate that employees up till BPS-15 were 64% of total sample while officer BPS 16-22 are also well represented in the sample with 35% participation. Hence the response includes a diverse opinion in which officers and employees are adequately represented.

3.3.4. Marital Status

A growing number of research is highlighting impact of work life conflict on various outcomes. Due to increased job demands, employees are facing difficulties in maintaining a balance between their official and family life. In a Pakistani context marriage means an increased responsibility in family life. Hence it is important to take opinion from a diverse sample of married and unmarried employees which truly reflects their response on issues like organizational cynicism. Although the variable is not included as an independent variable, but its composition definitely had an impact on the results of the study.

The following table describes the sample composition with reference to marital status:

Table 3.5. Marital Status of the Respondents

Marital Status	Frequency	Valid Percent	Cumulative Percent
Married	624	65.8	65.8
Unmarried	324	34.2	100.0

Majority of respondents are married while 34% unmarried public sector employees also filled in the questionnaire. Thus the results will be more reflective of opinions of employees having family responsibilities after marriage.

3.3.5. Language/Ethnicity

Language	Frequency	Valid Percent	Cumulative Percent
Urdu	124	13.1	13.1
Punjabi	438	46.2	59.3
Sindhi	142	15.0	74.3

Table 3.6 .Respondents language/Ethnicity

Pushto	178	18.8	93.0
Balochi	66	7.0	100

These tables indicate that the sample selected for the present study contains a representation of major ethnic groups in Pakistan and sample to a large extent is representative of population.

The main objective of this study is to find out a relationship between some contributory factors of organizational cynicism and then examining various outcomes of organizational cynicism. Apart from this, the study also attempts to measure the intervening role of organizational cynicism. To measure various variables, standardized and well tested instruments were used.

3.4. Instrumentation

The data was collected using a questionnaires as per given details. The language of the questionnaire was English. Since majority of respondents were holding a bachelors degree or above qualification (66%), they could easy understand the questions in English. For rest of employees who found it difficult to understand the language the questionnaires, the questions were red before them aloud and they are informed what this question intends to measure. Based on their response the questionnaires were filled. The respondents filled the questionnaires voluntarily on their own will.

3.4.1. Measuring Scales

Any form of research requires measurement of variables under study. In physical sciences, this measurement is facilitated since standardized scales are available having a universal fixed value. For example scales like kilogram, meters, liters, ohms, watts, decibels, foot-candles etc are

commonly used scales in physical sciences. But the researchers dealing with human attitude and behavior are not so lucky to have such specific measurement scales. Rather they have to use different scales developed for attitude measurement which can to a larger extent capture these attitudes and behaviors but nothing can be 100% accurate like physical sciences.

To resolve this issue, different researchers have contributed in development of some scales that can capture or measure human attitude and behavior. The measures used in the present study for capturing the response are following:

3.4.1.1. Dichotomous Scale

A dichotomous scale is used when the response is to be divided into two categories. The following questions in the questionnaire for present study used the dichotomous scale.

- | | | |
|-------------------------------------|----------------|-----------------------|
| 1. How would you classify your job? | <i>Officer</i> | <i>Staff/Employee</i> |
| 2. What is your Gender? | <i>Male</i> | <i>Female</i> |
| 3. What is your marital status? | <i>Married</i> | <i>Unmarried</i> |

The responses are coded as 1 and 2 for data punching and its further analysis using the statistical software SPSS.

3.4.1.2. Category Scale

This scale is commonly used in psychology and business to divide respondents into various categories. For example when it is required to differentiate employees on the basis of income, qualification, ethnicity, tenure and status, the information is captured through a category scale. In the present study the last part of questionnaire was developed using a category scale for the following questions:

1. What is your highest qualification?

Intermediate or less Bachelors Masters M.Phil/PhD

2. What is your native language?

Urdu Punjabi Sindhi Pushto Balochi

3. What is your age?

18-24 years 25-31 years 32-38 years 39-45 years 46-52 years >52

Like dichotomous scale, the responses are coded for further aggregation of data and its analysis.

3.4.1.3. Likert Scale

While responding to questions in nominal scale, the respondents know the exact answer to the questions like age, gender etc. But when we talk about attitudes like organizational cynicism or organizational commitment and similar constructs, we are more interested in finding out how strongly the respondent agrees or disagrees with the statement. Such a response is commonly measured through a Likert Scale. For the present study responses for independent, dependent, intervening variable are captured using a five point Likert Scale. Different anchors used on Likert scale are

1= Strongly Disagree, 2= Disagree, 3= Neither Agree/nor Disagree, 4= Agree, 5= Strongly Agree.

3.4.2. Questionnaire

Using the above mentioned scales the items for questionnaire contained following elements

3.4.2.1. Age, Gender and Qualification

Three items captured information about respondents age, gender and qualification. In majority of studies these elements are used as control variables but for present study these constitute as the independent variables and these are further related with organizational cynicism.

3.4.2.2. Breach of psychological Contract

Different scales are used for measuring breach of psychological contract. There include measuring its components like relational and transactional contract. But most commonly used questionnaire for measuring breach of psychological contract was developed by Robinson and Morrison (2000) who consider it an effective tool to find out employees perception about organizational role in not fulfilling its obligations.

Initially the reliability score was found to be 0.50. By deletion of first item, the reliability score improved to 0.648.

Table 3.7. Reliability Analysis: Breach of psychological Contract

	Cronbach's Alpha if Item Deleted
BPC1	.648
BPC2	.400
BPC3	.414
BPC4	.338
BPC5	.384

BPC= Breach of Psychological Contract

Hence item 1 was removed from the scale and the resultant alpha reliability was 0.648. This was done after checking data for potential data entry errors such as forgetting to reverse score a negatively worded item and also missing data were counted as “0” in calculating reliability.

3.4.2.3. Job Autonomy

Hackman and Oldham(1975) identified various dimensions of job which are linked with employee motivation. One of these dimensions i.e. Job Autonomy has been used as an independent variable in the study. A three item scale for measuring job autonomy was used which was adopted from Hackman and Oldham (1975). The reliability score for this variable was found as 0.746.

Table 3.8. Reliability Analysis. Job Autonomy

	Cronbach's Alpha if Item Deleted
JA1	.680
JA2	.616
JA3	.686

JA= Job Autonomy

3.4.2.4. Perception of Politics

To measure public sector employees perception about organizational politics, an instrument developed by Hochwarter, Kacmar, Perrewé, & Johnson (2003) was used. The number of items

in the instrument were six. The instrument was tested for reliability and a satisfactory alpha value of 0.72 was achieved. The item total statistics for reliability were

Table 3.9. Reliability Analysis. Perception of Politics

	Cronbach's Alpha if Item Deleted
POP1	.644
POP2	.609
POP3	.656
POP4	.725
POP5	.737
POP6	.731

POP=Perception of Politics

3.4.2.5. Counterproductive Workplace Behavior

Counterproductive workplace behavior was measured using a questionnaire developed by Kelloway, Loughlin, Barling and Nault (2002). This questionnaire was basically developed on various dimensions of DWB identified by Robinson and Benett(1995). Most of the questionnaires used in different studies measure few dimensions of DWB, but this scale was selected since it attempts to capture all dimensions of DWB using a short ten item questionnaire. Kelloway et.al. (2002) reported alpha reliability of 0.72. While for present study the alpha reliability is 0.84. as per following item wise detail.

Table 3.10. Reliability Analysis, Deviant Workplace Behavior

	Cronbach's Alpha if Item Deleted
DWB1	.810
DWB2	.832
DWB3	.807
DWB4	.820
DWB5	.809
DWB6	.819
DWB7	.820
DWB8	.814
DWB9	.861

DWB10	.861
-------	------

DWB= Deviant Workplace Behavior

3.4.2.6. Organizational Commitment

A number of instruments are there to measure organizational commitment. But usage of these instruments mainly depends on objectives of research. Allen and Meyer(1990) divided commitment into three components and later developed an organizational commitment questionnaire for measuring three dimensions of organizational commitment. But the present study attempts to examine the impact of employee cynicism on organizational commitment as whole rather than on its components as so far no study even examined the relationship between two variables in public sector organizations of Pakistan. Once the nature and direction of relationship is established, the dimensions can also be examined in future research.

Despite development of various instruments one of the popularly used instruments is that developed by Mowday, Steers and Porter (1979). Despite passing three decades, the instrument has been used in a number of recent studies (e.g. see Khatri, Fern & Budhwar, 2001 ; Lin, 2007). Hence the same 8 item instrument as modified by Kharti et al., (2001) was used in present research who reported a reliability of 0.83. The alpha reliability for present study was found to be 0.67 which was to some extent satisfactory since it is near to cut off value of 0.70.

Table 3.11. Reliability Analysis, Organizational Commitment

	Cronbach's Alpha if Item Deleted
OC1	.559
OC2	.559

OC3	.593
OC4	.653
OC5	.679
OC6	.671
OC7	.692
OC8	.712

OC= Organizational Commitment

3.4.2.7. Job Satisfaction

Measurement of job satisfaction has remained an area of interest for researchers. In this endeavor various questionnaires have been used and tested in various researchers. This includes long questionnaires like Minnesota Satisfaction Questionnaire (MSQ) to questionnaires having just one item. Interestingly Wanous, Reichers and Hudy(1997) through their meta analysis suggested that a single item satisfaction questionnaire is more preferable than longer versions. Thus keeping in view the limitations which a longer questionnaire has, for present study a short questionnaire developed by Smith(1976) and having just three items was used.

The alpha reliability score for the scale was 0.813.

	Cronbach's Alpha if Item Deleted
JS1	.722
JS2	.820

Table 3.12.			Reliability
Analysis,	JS3		Job
Satisfaction		.674	

JS= Job Satisfaction

3.4.2.8. Organizational Cynicism:

Different scales exist to measure organizational cynicism like Neiderhoffer, 1967, Reichers et al., (1997). However the conceptualization and scale developed by Dean et al., (1998) is most widely used scale in recent research to measure organizational cynicism. This one-dimensional scale contains twelve items. The reliability score for the scale was found to be 0.884.

Table 3.13. Reliability Analysis, Organizational Cynicism

	Cronbach's Alpha if Item Deleted
OCY1	.879
OCY2	.872
OCY3	.886

OCY4	.865
OCY5	.884
OCY6	.869
OCY7	.876
OCY8	.867
OCY9	.875
OCY10	.874
OCY11	.875
OCY12	.876

OCY= Organizational Cynicism

3.4.3. Data Analysis Techniques

Data was analyzed through SPSS using the following procedure:

- Only complete questionnaires were be used
- Each item of the questionnaire were be coded
- Coded data were be entered into SPSS
- Correlation analysis were used to find out the associations between variables
- Hierarchical regression analysis determined the relationship between determinants and organizational cynicism.
- Hierarchical regression analysis found the impact of organizational cynicism on job satisfaction, organizational commitment and counterproductive work behaviors.

- Mediated regression analysis was used to find out mediated role of organizational cynicism as proposed in different hypothesis.
- Each result will be discussed on the basis of novel cultural settings of Pakistan.

CHAPTER 4

RESULTS AND DISCUSSION

The major objective of the present study was to develop an integrated model of organizational cynicism. To accomplish this objective the major relationships studies are:

1. What is the relationship between demographical variables and organizational cynicism.
2. What is the relationship between perception of politics and organizational cynicism.
3. What is the relationship between breach of psychological contract and organizational cynicism.
4. What is the relationship between job autonomy and organizational cynicism.
5. What is the nature of relationship between organizational cynicism its outcomes like organizational commitment, job satisfaction and deviant workplace behaviors.
6. Does organizational cynicism mediate the relationship between perception of politics, breach of psychological contract, job autonomy and organizational commitment, job satisfaction , deviant workplace behaviors.

4.1. Demographics, organizational cynicism and its outcomes

The variables included in the analysis for research question are

- Age
- Qualification
- Gender
- Organizational cynicism
- Organizational commitment
- Job satisfaction
- Deviant workplace behavior

To test various relationship correlations, regression and mediated regression analysis were used.

4.2. Test of Hypothesis 1-6

- **H1:** Age is negatively associated with organizational cynicism.
- **H2:** Gender has no relationship with organizational cynicism.
- **H3:** Level of education is positively associated with organizational cynicism.
- **H4:** Perception of politics is positively associated with organizational cynicism
- **H5:** Breach of psychological contract is positively associated with organizational cynicism
- **H6:** Job autonomy is negatively associated with organizational cynicism.

Table: 4.1.
Descriptive Statistics

Variable	Mean	Standard Deviation
Gender	1.2395	.42697
Age	3.4451	1.57801
Qul	2.1804	.99426
POP	2.7540	.70852
BPC	3.7181	.71453
JAty	2.9757	.92851
JS	2.3259	.92436
DWB	3.1238	.95080
OrgCom	2.5662	.51777
OrgCyn	4.3344	.70758

Qul= qualification, POP= Perception of Politics, BPC= Breach of Psychological Contract, JAty= Job Autonomy, JS= Job Satisfaction, DWB= Deviant Work Behavior, OrgCom= Organizational Commitment, OrgCyn= Organizational Cynicism

Table: 4.2.

Correlation Analysis for demographical variables, Breach of Psychological Contract, Perception of Politics, Job Autonomy and Organizational Cynicism

		1	2	3	4	5	6	7	8	9	10
1.	Gender	1									
2.	Age	.009	1								
3.	Qual	.037	.064	1							
4.	POP	-.014	.063	.041	1						
5.	BPC	-.046	-.081	-.115	-.072	1					
6.	JAty	.039	.059	.039	.095	-.030	1				
7.	JS	.010	-.010	.071	.063	.046	.101**	1			
8.	DWB	-.027	-.010	-.022	-.063	.094	-.068	-.005	1		
9.	OrgCom	-.011	-.003	-.012	.641**	.003	.071	.087	-.075	1	
10.	Org Cyn	-.034	.066	.091**	-.154**	.139**	-.080*	-.086**	.252**	-.236**	1

***p<.005, *P<.01, Qual= Qualification, POP= Perception of Politics, BPC= Breach of Psychological Contract, JAty= Job Autonomy, OrgCyn= Organizational Cynicism, DWB= Deviant Workplace Behavior, OrgCom= Organizational Commitment, OrgCyn= Organizational Cynicism*

The correlation analysis indicates that gender has an insignificant negative while age has insignificant relationship with organizational cynicism, qualification is significantly associated with organizational cynicism. Contrary to expectation perception of politics is negatively associated with organizational cynicism while breach of psychological contract and Job

Autonomy are also significantly associated with organizational cynicism. Among outcomes of organizational cynicism, it is negatively associated with job satisfaction and organizational commitment, while the its relationship with deviant workplace behavior is positive.

To further test the relationship between determinants and organizational cynicism, regression analysis was used.

Table: 4.3.

Hierarchical regression analysis for determinants of organizational cynicism

Predictor	<u>Dependent Variable: Organizational Cynicism</u>
------------------	---

	β	R^2	ΔR^2
Main Effect: Perception of Politics			
Step 1			
Control Variables		.008	
Step 2			
Perception of Politics	-.158**	.033	.025
Main Effect: Breach of Psy Contract			
Step 1			
Control Variables		.008	
Step 2			
Breach of Psy Contract	.151**	.031	.023
Main Effect: Job Autonomy			
Step 1			
Control Variables		.008	
Step 2			
Job Autonomy	-.084**	.015	.007

n=948

The hierarchical regression analysis indicate that Perception of politics, breach of psychological contract and job autonomy are having a significant impact on organizational cynicism.

4.3. Test of Hypothesis 7-9

- **H7:** Organizational Cynicism is negatively associated with Job Satisfaction.
- **H8:** Organizational Cynicism is negatively associated with Organizational

Commitment.

H9: Organizational Cynicism is positively associated with Deviant Workplace Behavior

Table: 4.4.

Hierarchical regression analysis for outcomes of organizational cynicism

Predictor	<u>Job Satisfaction</u>			<u>Org Commitment</u>			<u>Deviant Work Behavior</u>		
	β	R ²	ΔR^2	β	R ²	ΔR^2	β	R ²	ΔR^2
Step 1									
CV		.008			.008			.008	
Step 2									
Org Cyn	-.093**	.014	.009	-.237**	.056	.056	.256**	.065	.065

CV= Control Variable, Org Cyn = Organizational Cynicism

The regression analysis indicates that organizational cynicism has a significant impact on its outcomes i.e job satisfaction, organizational commitment and deviant workplace behavior.

4.4. Mediating Role of Organizational Cynicism

H10: Organizational cynicism mediates relationship between Perception of Politics and Job Satisfaction.

H11: Organizational cynicism mediates relationship between Perception of Politics and Organizational commitment.

H12: Organizational cynicism mediates relationship between Perception of Politics and Deviant Workplace Behavior.

H13: Organizational cynicism mediates relationship between Breach of Psychological contract and Job Satisfaction.

H14: Organizational cynicism mediates relationship between Breach of Psychological contract and organizational commitment.

H15: Organizational cynicism mediates relationship between Breach of Psychological contract and Deviant Workplace Behavior.

H16: Organizational cynicism mediates relationship between Job Autonomy and Job Satisfaction.

H17: Organizational cynicism mediates relationship between Job Autonomy and Organizational commitment.

H18: Organizational cynicism mediates relationship between Job Autonomy and Deviant workplace Behavior.

Theoretically and temporally, for a mediation effect to work, the independent variables (e.g., perception of politics, job autonomy, etc.) have to take place first, then the mediator, and last the dependent variable. Given the cross-sectional nature of the collected data, the questionnaire was designed in such a manner that perception of politics, job autonomy and breach of psychological contract items were listed before the organizational cynicism and organizational cynicism was listed before the job satisfaction, organizational commitment and deviant workplace behavior items. Thus temporal requirement was satisfied for mediation testing.

These hypotheses are mainly linked with finding out the mediating effect of organizational cynicism with different variables. To ascertain whether organizational cynicism mediates the relationship, the mediated regression analysis was used as per details on next pages.

Table 4.5.

Main Effect and Mediated Regression Analysis of POP, Org Cyn and Job Sat

Predictor	Mediator Variable: Org Cyn			Dependant Variable: Job Sat		
	β	R ²	ΔR^2	B	R ²	ΔR^2
Main Effect: POP						
Step 1						
Control Variables		.007				
Step 2						
POP	-.158 **	.03	.025 ***			
Main Effect: POP						
Step 1						
Control Variables					.005	
Step 2						
POP				.079 *	.009	.004 *
Mediation: Org Cyn						
Step 1						

Control Variables		.005	
Step 2			
Org Cyn	-.112***	.014	.009***
Step 3			
POP	-.061 ns	.016	.002 ns

***p<.001, **p<.005, *p<.01

n=948, POP= Perception of Politics, Org Cyn= Organizational Cynicism, Job Sat= Job Satisfaction, ns=not significant, control variables : Qualification

The results indicate that impact of perception of politics becomes insignificant when the mediating role of organizational cynicism is considered (Beta=-.061, $\Delta R^2=.002$ insignificant). Hence the results support our hypothesis that organizational cynicism mediates the relationship between perception of politics and job satisfaction.

Table : 4.6.

Main Effect c Mediated Regression Analysis of POP, Org Cyn and Org Com

Predictor	Mediator Variable: Org Cyn			Dependant Variable: Org Com		
	β	R ²	ΔR^2	B	R ²	ΔR^2
Main Effect: POP						
Step 1						
Control Variables		.007				
Step 2						
POP	-.158 **	.03	.025 **			
Main Effect: POP						
Step 1						
Control Variables					.005	
Step 2						
POP				.47***	.41	.413***
Mediation: Org Cyn						
Step 1						
Control Variables					.005	

Step 2			
Org Cyn		-.101 ^{***}	.014
			.009 ^{***}
Step 3			
POP		-.454 ^{***}	.431
			.375 ^{***}

*** p<.001, **p<.005, *p<.01

n=948, POP= Perception of Politics, Org Com= Organizational Commitment, ns=not significant, control variables : Qualification

The significant value of perception of politics(Beta= -.454^{***}, $\Delta R^2 = .375^{***}$) indicates that organizational cynicism do not mediate the relationship between perception of politics and organizational commitment. Hence hypothesis that Organizational cynicism mediates relationship between Perception of Politics and Organizational commitment is rejected.

Table : 4.7.

Main Effect and Mediated Regression Analysis of POP, Org Cyn and DWB

Predictor	Mediator Variable: Org Cyn			Dependant Variable: DWB		
	B	R ²	ΔR^2	B	R ²	ΔR^2
Main Effect: POP						
Step 1						
Control Variables		.007				
Step 2						
POP	-.158 ^{**}	.03	.025 ^{**}			
Main Effect: POP						
Step 1						
Control Variables					.005	
Step 2						
POP				-.083 ^{**}	.004	.004 ^{**}
Mediation: Org Cyn						
Step 1						
Control Variables					.005	

Step 2			
Org Cyn	.339***	.065	.065***
Step 3			
POP	-.029 ns	.066	.000 ns

*** p<.001, **p<.005, *p<.01

n=948, POP= Perception of Politics, Org Cyn= Organizational Cynicism, DWB= Deviant Workplace Behavior, ns=not significant, control variables : Qualification

The results indicate that impact of perception of politics becomes insignificant when the mediating role of organizational cynicism is considered (Beta=-.029, $\Delta R^2=.000$ insignificant).

Hence the results support our hypothesis that organizational cynicism mediates the relationship between perception of politics and deviant workplace behavior.

Table : 4.8.

Main Effect and Mediated Regression Analysis of BPC, Org Cyn and Job Sat

Predictor	Mediator Variable: Org Cyn			Dependant Variable: Job Sat		
	β	R ²	ΔR^2	B	R ²	ΔR^2
Main Effect: BPC						
Step 1						
Control Variables		.008				
Step 2						
BPC	.15**	.031	.023**			
Main Effect: BPC						
Step 1						
Control Variables					.005	
Step 2						
BPC				.071*	.008	.003*
Mediation: BPC						
Step 1						
Control Variables					.005	
Step 2						

Org Cyn		-.136***	.014	.009***
Step 3				
BPC		.092**	.018	.031**

*** p<.001, **p<.005, *p<.01

n=948, BPC= Breach of Psychological Contract, Org Cyn= Organizational Cynicism, Job Sat= Job Satisfaction, ns=not significant, control variables: Qualification

The mediated regression analysis indicates that breach of psychological contract is still affecting job satisfaction significantly (Beta= .092**, $\Delta R^2=.031^{**}$) even with organizational cynicism being mediating variable between them. Hence the hypothesis that organizational cynicism mediates the relationship between breach of psychological contract and job satisfaction is rejected.

Table : 4.9.

Main Effect and Mediated Regression Analysis of BPC, Org Cyn and Org Com

Predictor	Mediator Variable: Org Cyn			Dependant Variable: Org Com		
	β	R ²	ΔR^2	B	R ²	ΔR^2
Main Effect: BPC						
Step 1		.008				
Control Variables						
Step 2						
BPC	.15**	.031	.023**			
Main Effect: Org Cyn						
Step 1					.000	
Control Variables						
Step 2						
BPC				.001 ns	.000 ns	.000ns

*** p<.001, **p<.005, *p<.01

n= 948, BPC= Breach of Psychological Contract, OrgCyn= Organizational Cynicism, Org Com= Organizational Commitment, ns= not significant

Before analyzing the mediated regression analysis, the prerequisite for this analysis does not satisfy the requirements to run the analysis. The impact of breach of psychological contract is quite insignificant on organizational commitment (Beta=.001 ns, $\Delta R^2=.000$ ns). This insignificant impact indicates that mediating role of organizational cynicism can not be examined; hence the hypothesis that organizational cynicism mediates the relationship between breach of psychological contract and organizational commitment is rejected.

Table : 4.10.

Main Effect and Mediated Regression Analysis of BPC, Org Cyn and DWB

Predictor	Mediator Variable: Org Cyn			Dependant Variable: DWB		
	B	R ²	ΔR^2	B	R ²	ΔR^2
Main Effect: BPC						
Step 1						
Control Variables		.008				
Step 2						
BPC	.15**	.031	.023**			
Main Effect: BPC						
Step 1						
Control Variables					.000	
Step 2						
BPC				.123**	.009	.008**
Mediation: Org Cyn						
Step 1						
Control Variables					.000	
Step 2						

Org Cyn	.333***	.065	.065***
Step 3			
BPC	.073 ns	.068	.003 ns

***p<.001, **p<.005, *p<.01

n=948, BPC=Breach of Psychological Contract, Org Cyn= Organizational Cynicism, DWB= Deviant Workplace Behavior, ns=not significant, control variables: Qualification

The mediated regression analysis indicates that breach of psychological contract is having an insignificant impact on deviant workplace behavior (Beta= .073ns, $\Delta R^2=.003$ ns) with organizational cynicism as mediating variable. Hence the hypothesis that organizational cynicism mediates the relationship between breach of psychological contract and deviant workplace behavior is accepted.

Table : 4.11.

Main Effect and Mediated Regression Analysis of JAty, Org Cyn and JS

Predictor	Mediator Variable: Org Cyn			Dependant Variable: JS		
	β	R ²	ΔR^2	B	R ²	ΔR^2
Main Effect: JAty						
Step 1						
Control Variables		.008				
Step 2						
JAty	-.084**	.015	.007**			
Main Effect: JAty						
Step 1						
Control Variables					.005	
Step 2						
JAty				.098**	.015	.010**
Mediation: Org Cyn						
Step 1						
Control Variables					.005	
Step 2						

Org Cyn	-.112**	.014	.009**
Step 3			
JAty	.091**	.022	.008**

***p<.001, **p<.005, *p<.01

n=948, JAty = Job Autonomy, Org Cyn= Organizational Cynicism, JS= Job Satisfaction

ns=not significant, control variables : Qualification

The mediated regression analysis indicates that job autonomy is still affecting job satisfaction significantly (Beta= .091**, $\Delta R^2=.008^{**}$) even with organizational cynicism being mediating variable between them. Hence the hypothesis that organizational cynicism mediates the relationship between job autonomy and job satisfaction is rejected.

Table : 4.12.

Main Effect and Mediated Regression Analysis of JAty, Org Cyn and Org Com

Predictor	Mediator Variable: Org Cyn			Dependant Variable: Org Com		
	B	R ²	ΔR^2	B	R ²	ΔR^2
Main Effect: JAty						
Step 1						
Control Variables		.008				
Step 2						
JAty	-.084**	.015	.023**			
Main Effect: JAty						
Step 1						
Control Variables					.000	
Step 2						
JAty				.040**	.005	.005**
Mediation: Org Cyn						
Step 1						
Control Variables					.000	
Step 2						

Org Cyn	-.17 ^{***}	.056	.056 ^{***}
Step 3			
JAty	.029 ns	.059	.003 ns

***p<.001, **p<.005, *p<.01

n=948, JAty = Job Autonomy, Org Cyn= Organizational Cynicism, OC= Organizational Commitment, ns=not significant, control variables: Qualification

The mediated regression analysis indicates that job autonomy is having an insignificant impact on organizational commitment (Beta= .029ns, $\Delta R^2=.003$ ns) with organizational cynicism as mediating variable. Hence the hypothesis that organizational cynicism mediates the relationship between job autonomy and organizational commitment is accepted.

Table : 4.13.

Main Effect and Mediated Regression Analysis of JAty, Org Cyn and DWB

Predictor	Mediator Variable: Org Cyn			Dependant Variable: DWB		
	β	R^2	ΔR^2	B	R^2	ΔR^2
Main Effect: JAty						
Step 1						
Control Variables		.008				
Step 2						
JAty	-.084**	.015	.023**			
Main Effect: JAty						
Step 1						
Control Variables					.008	
Step 2						
JAty				-.064**	.015	.007**
Mediation: Org Cyn						
Step 1						
Control Variables					.000	
Step 2						
Org Cyn				.338***	.065	.065***

Workplace Behavior

H10:	Organizational cynicism fully mediates relationship between Perception of Politics and Job Satisfaction.	Accepted
H11:	Organizational cynicism fully mediates relationship between Perception of Politics and Organizational commitment.	Rejected
H12:	Organizational cynicism fully mediates relationship between Perception of Politics and Deviant Workplace Behavior.	Accepted
H13:	Organizational cynicism fully mediates relationship between Breach of Psychological contract and Job Satisfaction	Rejected
H14:	Organizational cynicism fully mediates relationship between Breach of Psychological contract and organizational commitment.	Rejected
H15:	Organizational cynicism fully mediates relationship between Breach of Psychological contract and Deviant Workplace Behavior.	Accepted
H16:	Organizational cynicism fully mediates relationship between Job Autonomy and Job Satisfaction.	Rejected
H17:	Organizational cynicism fully mediates relationship between Job Autonomy and Organizational commitment.	Accepted

H18: Organizational cynicism fully mediates relationship between Job Autonomy and Deviant workplace Behavior. Accepted

Total number of Hypotheses:	18
Accepted:	12
Rejected:	06

CHAPTER 5

SUMMARY, CONCLUSION AND RECOMMENDATIONS

The major objective of present chapter is to discuss the results found in chapter 4. It will also attempt to relate the results with other studies and highlight any significant findings of the present study which are different from other studies.

5.1. Research Question No.1

The first research question which this study attempts to answer was stated in chapter 1

Research question 1

How demographical variables like age, qualification and gender affect organizational cynicism among employees working in public sector organizations of Pakistan?

To find out answer to above mentioned question, different hypothesis were developed and tested. Following discussion attempts to describe the role of demographics in determining organizational cynicism and subsequent role of organizational cynicism as mediator.

The correlation and regression analysis indicate insignificant positive relationship between age and organizational cynicism. Thus increasing age causes more cynicism among employees working in public sector organizations of Pakistan, but statistically it is insignificant. These results are similar to other studies conducted in other parts of the world which found

insignificant relationship between age and organizational cynicism (e.g Abraham, 2000; Pugh, Skarlicki & Passell, 2003).

The reason for this lack of relationship is nature of variable i.e. organizational cynicism which is also known as frustration with job (Andersson & Bateman, 1997). Employees who feel that they can not cope with cynicism, tend to leave the organization (Naus, Iterson & Roe, 2007) but others who could not get other opportunities continue their employment and each new day of their life brings more frustration/ cynicism with job. Thus we found older workers to be more cynical. In Pakistan, there is high rate of un-employment and public sector employees are forced to remain part of these organizations due to lack of opportunities. Thus despite the fact that employees in public sector organizations of Pakistan are dissatisfied and are having a feeling of despair, hopelessness, they can not quit and become more cynical with more age and tenure.

An interesting finding of the study indicates that cynicism among public sector employees increases with increase in their level of education. Public sector employees with lower level of education are less cynical than higher level employees. Some important studies on organizational cynicism (e.g see Mirvis & Kanter, 1992; Anderson & Bateman, 1997) used qualification as a control variable and found insignificant relationship between them.

The obvious reason for this strong relationship can be the fact that whenever employee invests time and resources to enhance level of education, he expects some form of reward from organization against this investment. Obviously employees having higher level of qualification are more useful for organizations. But in public sector organizations of Pakistan, education does not make any difference. Qualification is considered important at the time of selection, but at later career stages, qualification does not help public sector employees in Pakistan in career development. When employees with higher level of knowledge and qualification are not adequately rewarded, cynicism is an eminent outcome.

Another important issue in public sector organization is that due to massive unemployment in Pakistan, highly qualified candidates are opting for quite lower level jobs. It will not be an

unusual case in public sector organizations of Pakistan to see a Masters degree holders working against the position of peon for whom the basic education requirement is less than secondary level education. The mismatch between high level qualification and lower level job can be a possible reason for having a significant relationship between qualification and organizational cynicism.

The correlation and regression analysis indicate that gender has got an insignificant relationship with organizational cynicism. Thus employees regardless of gender are equally affected by organizational cynicism. Some previous studies suggest that level of cynicism is greater in men (Toyry et al., 2004; Iseigaoka, ku, Kitakyushu & Fukuoka, 2007) while Antoniou, Polychroni and Vlachakis (2006) found that women are more cynical.

The public sector organizations employ a small number of female workers. They generally hold lower level positions and very few females are working at managerial level. Like their male counter parts, the female workers also have limited growth opportunities. Similarly there are no rules/policies to facilitate their work life balance. Thus employees in public sector organizations of Pakistan face similar issues and problems regardless of their gender. There are no special rules/policies which can make men or women less cynical than each other.

5.2. Research Question 2

How breach of psychological contract is related with organizational cynicism and does organizational cynicism mediate the relationship between breach of psychological contract and organizational commitment, job satisfaction and deviant workplace behavior.

To answer the above mentioned question different hypotheses were developed to test the relationship between breach of psychological contract and organizational cynicism.

The results in Table 4.2 indicates that breach of psychological contract has significant impact on organizational cynicism. Organizational cynicism mediates the relationship between breach of psychological contract and deviant workplace behavior while the mediation does not exist when job satisfaction and organizational commitment are taken into account.

5.2.1. Why breach of psychological contract results organizational cynicism in public sector organizations of Pakistan

The significant relationship between breach of psychological contract and organizational cynicism further strengthens the finding of majority of researchers (e.g. see Anderson, 1996 ; Johnson & O’Leary-Kelly, 2003) that breach of psychological contract is a prime cause for having organizational cynicism. Like organizations in the private sector organizations the employees opting for employment in public sector organization of Pakistan have certain expectations. Amongst them most important are job security and in Pakistani context social prestige/respect and a long term affiliation with the organization. Similarly these employees expect an adequate amount of rewards in exchange of their services.

The ground realities are quite horrific. There is high level of discrimination in public sector organizations of Pakistan with lower level employees. In a highly centralized environment, the lower level employees are deprived of basic facilities at their workplace. During the data

collection phase, it was observed that lower level employees were forced to work in very small rooms while senior officers were having spacious luxury offices. Similarly if we see the salary package of public sector employees in Pakistan, it is quite low for having an average standard of living. There has been a massive inflation in Pakistan but public sector employees' salaries have not been increased with that proportion. Most of the employees during informal discussions complained about miseries in their lives due to poor salary structure.

The job security which was considered the main strength in public sector organizations is also not guaranteed now a days. There has been down sizing in number of ministries by the Federal government and the provincial governments as well and many employees are placed at surplus pool. In public sector corporations there have been schemes of early retirement. Another important cause of feeling of breach of psychological contract can be almost no career development for lower level employees in these organizations. A person who serves in these organizations for 35-40 years is not likely to be promoted as an officer/Manager.

Thus low salary coupled with no career prospects clearly results in a feeling on employee's part that organization is not fulfilling its obligation which constitutes organizational breach of psychological contract. However the mediation of organizational cynicism gives some interesting aspects of employee psychology in public sector organizations of Pakistan. Despite the fact that employees become cynical as a result of breach of psychological contract, this feeling does not affect the organizational commitment and level of satisfaction of employees. However mediating role of organizational cynicism with deviant workplace behavior is well established.

Public sector employee's current level of job satisfaction and organizational commitment remain un-affected when organizational cynicism is taken as mediating variable. This can be attributed to strong impact which breach of psychological contract is having on them. Public sector employees' level of satisfaction and commitment is so adversely affected by the feeling of breach of psychological contract that organizational cynicism hardly brings any change in it. Moreover

low level of commitment and satisfaction seems to become a permanent part of employee behavior in these organizations.

However organizational cynicism does mediate the relationship between breach of psychological contract and deviant workplace behavior. Theoretically these results can be justified in terms of Frustration-Aggression theory (Dollard et al., 1939). Feeling of breach of psychological contract makes employee more frustrated by enhancing organizational cynicism which results aggression in form of deviant workplace behavior. The high level of workplace deviance in public sector organizations of Pakistan (e.g. kickbacks) can be better explained in the light of these findings.

5.3. Research Question 3

How perception of politics affect organizational cynicism and does organizational cynicism mediate the relationship between perception of politics, organizational commitment, job satisfaction and deviant workplace behavior.

Contrary to expectation, the relationship between perception of politics and organizational cynicism was found to be negatively and significantly associated. These findings are quite unusual and are not supported by majority of studies as they associated perception of politics with negative outcomes (Ferris, Frink, Galang, Zhou, Kacmar, & Howard., 1996; Bozeman et al., 2001). Despite the fact that culture affects political thought (Verba et al.,1995) researchers like Vigoda(2001) suggest that studies have rarely addressed the cultural aspects of politics at workplace, since majority of studies (81%) focused a sample in North American context. Hence one must be careful in generalizing the findings of studies conducted in different cultural contexts and findings of present study also signify how employee attitudes differ in public sector organizations of a developing country.

For explanation of these findings we will have to theoretically analyze the concept of perception of politics and how contextual factors affect this perception. Although Ferris and Kacmar(1992) suggest that perception of politics results in having a perception of injustice and inequity. Hence employees generally consider politics a negative force, still Vigoda and Kapun(2005) consider it a fact of life in the organizations. This facet of work life can not be ignored; employees in any organization accept some level of politics commonly referred to as legitimate politics. However the legitimacy is a relative term since this legitimacy will vary in different cultures/organizations as employees reaction towards organizational politics will be culture bound(Vigoda, 2001).

The possible explanation of this strong negative relationship between perception of politics and organizational cynicism can be presented in the light of landmark findings by Hofstede(1980). In his classical work on comparison of different cultures and its subsequent impact on management thought, Hofstede(1980) found Pakistan to be a collectivist society with high level of uncertainty

avoidance and high power distance. In countries having high power distance, there is not only unequal distribution of power but people also readily accept this unequal distribution of power. Power is an element in organizational context for which employees indulge in political behavior (Vigoda & Kapun, 2005).

Unequal distribution of power in the organizations forces individuals to indulge more in politics to gain more power. Hence there is always war going on among organizational members for power and since each member knows that his/her survival in the organizations is linked more with political tactics than any other measure, employees in public sector organizations of Pakistan have accepted politics in their organizations a way of life rather than a fact of life. This implies that like other internal variables that exist in any organization perception of politics is inevitable and hence employees do not take it negatively, rather each one tries its level best to use politics for their personal benefits. These findings are to some extent supported by Vigoda(2001) who compared A sample from Israel(collectivist society) with Britain(individualist society). He found that politics and conflict which are considered legitimate in Israel will be treated as illegitimate in Britain. Hence political behavior in one culture taken as negatively may be viewed as legitimate/acceptable in another culture.

The other interesting dimension of perception of politics is its relationship with organizational commitment. Here the results of study are quite different than other studies. The results suggest that perception of politics significantly enhances the level of employee's commitment. As explained above we look both the relationships i.e. perception of politics with organizational cynicism and organizational commitment, it becomes clear that employees feel more secure in the organizations, where they feel that politics is high. In this scenario an individual's ability to use political tactics for personal gains matter more than personal effort and performance.

As far the mediating role of organizational cynicism in relation with perception of politics is concerned, the results in tables 4.5, 4.6 and 4.7 indicate that organizational cynicism does not mediate the relationship between perception of politics and organizational commitment while this mediation has been established in case of job satisfaction and deviant workplace behaviors.

These findings also need a detailed discussion to explain these novel or rather unusual findings. Since perception of politics is related with organizational commitment with such strong intensity, it bypasses the mediation of organizational cynicism i.e. commitment of employee remains unaffected with variation in organizational cynicism. Employee would indulge in politics and this is going to enhance his/her commitment with the organization without taking into consideration the role played by organizational cynicism. Similarly in case of job satisfaction the positive relationship clearly highlights that in current state of affairs, politics has penetrated in public sector organizations of Pakistan to such an extent that any effort to reduce it can have adverse effects in these organizations.

5.4. Research Question 4

How job autonomy organizational cynicism is associated and does organizational cynicism mediate the relationship between job autonomy organizational commitment, job satisfaction and deviant workplace behavior.

The hypothesis developed to answer the above mentioned research questions were tested after data collection. The results support the hypothesis that job autonomy is significantly and negatively associated with organizational cynicism and organizational cynicism mediates the relationship between job autonomy, organizational commitment and deviant workplace behavior. However data did not support the hypothesis regarding mediation of organizational cynicism between job autonomy and job satisfaction.

Public sector organizations in Pakistan are characterized by a rigid bureaucratic structure. The key characteristics of these organizations have been captured by Naus et al.,(2007) who suggests that organizations following rigid adherence to rules, useless paper work and consider that strict employee control can have employees with low level of satisfaction and high level of organizational cynicism. The obvious reason for this negative outcome is that employee is not allowed to use his capabilities and ideas to do the job, rather he is forced to follow those procedures which are not only outdated but which have lost credibility due to consecutive failures in last six decades.

It was interesting and at the same time quite distributing revelation that public sector organizations are strictly following those rules which were developed around 100 years back when British were ruling here. Although Pakistan won her independence in 1947, majority of rules/manuals still contain words like officers of Indian civil service, Royal Air Force and so on. Public sector employees are not only forced to work according to these policies/guidelines but also they are not allowed to exercise any self direction, even if they find these policies as illogical/ obsolete. Perhaps it would not be wrong to say there is no concept of job autonomy in public sector organizations of Pakistan.

Another important component of this bureaucratic structure is highly centralized authority in which there is no room for empowerment of employees. The lower level management and the employees are supposed to follow the directives of their seniors without any question of asking for rationale of logic of these directives. The senior level officers tend to gain and exercise as much power as they can. It was observed while data collection and informal interviews with the lower level employees that the nature of relationship between senior management and lower level employees is more of “Master-Slave” nature than “Boss-subordinate” relationship. Lower level employees can not shake hands with senior officers, can’t have lunch/ tea breaks or they can not even sit in chair in front of a senior officer. In applications for leave no one can submit the application without these words “yours obedient servant”. In these situations job autonomy for lower level employees is totally an alien word in public sector organizations of Pakistan.

However this situation has significantly contributed towards in-efficiency of these organizations. When employees are forced to hold their personal initiatives and criticism, this enhances level of frustration and thus we found a significant negative relationship between job autonomy and organizational cynicism. Similarly the mediating role organizational cynicism with reference to job autonomy is also well established. Employees who have no job autonomy will feel more frustrated with their jobs which will ultimately affect their level of commitment with the organization and there is more likelihood of these employees indulging in deviant workplace behaviors.

5.5. Conclusion

5.5.1. Theoretical Implications and Practical Implications

There are few theoretical implications of the present study which signify its importance. The study of organizational cynicism in one comprehensive model in a novel cultural context and that too focusing on public sector organizations are the key highlights of this dissertation.

Like other important employee related attitudes (e.g. job satisfaction, organizational commitment) a comprehensive and well integrated model for organizational cynicism was missing in literature. This study helps to understand this relatively new concept in organizational behavior more comprehensively. It not only focuses the demographic and other determinants of organizational cynicism but also links organizational cynicism with employee attitudes and employee behaviors. This theoretical treatment of organizational cynicism will be helpful in analyzing and discussing this employee attitude.

This study also advances our knowledge in public-private distinction debate. The novel environment of public sector organizations has got novel results which are a sufficient evidence to prove the difference. At first instance studies on organizational cynicism in public sector organizations are almost negligible in literature. Similarly findings with reference to perception of politics were quite unique which can perhaps exist in public sector organizations. Generally in private sector organizations, employees consider perception of politics as a negative factor but in public sector organizations of Pakistan, where majority of benefits are allocated based on politics rather than competence, employees love to engage in political behavior.

Similarly importance of context and culture is further strengthened through this study. Culture has emerged a dominant factor which influences employee behavior. For example majority of findings of the present study support the theoretical debate on divergence. The result of present study in many ways support divergence. For example in Pakistan where power distance is high, people generally tend to accept authority and power easily. Thus when we talk about perception

of politics or deviant workplace behavior, the cultural dimension of power distance has a major role in explaining them. For example in culture of high power distance, people are interested to gain more and more power using different tactics including politics. Using politics in such organizational is a matter of survival and those who do not indulge in politics are likely to remain far behind than those who use politics for their development. Hence perception of politics has emerged as a positive factor than a negative factor in these organizations.

Another important contribution is examination of demographical factors in predicting organizational cynicism. So far studies have used these factors as control variables, but since they are an important component of employee personality, the study extends the knowledge about their relationship with cynicism. Some findings are quite novel, for example studies on job satisfaction and organizational commitment generally indicate that with increase in age employee commitment and satisfaction is increased, but in present study cynicism increased with increase in age, though not significantly. This can be attributed to novel contextual setting in public sector organizations and that too operating in Pakistan.

There are a number of practical implications of the present study. Firstly since this is perhaps the first study conducted on psychological dimensions and outcomes of organizational cynicism in Pakistan, there are a number of lessons for public sector organizations.

Majority of employees do not trust the public sector organizations. They feel that organizations are not fulfilling their promises in psychological contract. The breach of psychological contract is resulting in cynicism among employees. During discussion with respondents their major concern was about lack of career development opportunities in these organizations. In a 21st century organizations, you can not expect an employee to keep on waiting for 15-20 years to move from one grade to another. This will defiantly affect employee performance and will result in increased cynicism. As part of psychological contract employees expects equity in rewards and unless the public sector organizations in Pakistan do not ensure equity, it would be very difficult to expect good performance from these employees.

The study reveals that prevalence of politics in public sector organizations is quite problematic. It appears that majority of employees rather than focusing on competence and performance have found a short cut for prosperity. They feel more committed if there is more politics in the organizations. In such environment organizational policies, rules and meritocracy will be compromised. Perhaps it also promotes corrupt practices like favoring your boss through gifts etc to get favors in return. There is massive corruption in public sector organizations of Pakistan, yet it is a general perception that corrupt people are rarely caught. The obvious reason is relationship of these corrupt elements with higher ups in hierarchy through organizational politics. The politics is prevalent in these organizations to the extent that Supreme Court of Pakistan recently turned down promotion of many officers from grade 21 to 22 who were promoted not on the basis of their competence but based on their ability to indulge in politics and develop close relationships in Government. The scale at which politics is prevalent in public sector organizations is massive and perhaps the efficiency of these organizations can not be improved unless this culture of politics is not discouraged.

Another important lesson which this study highlights is close relationship between organizational cynicism and deviant workplace behavior. Workplace deviance is probably the biggest issue being faced by public sector organizations of Pakistan. Among various dimensions of deviance, these organizations have been globally criticized (e.g see Transparency International's Reports, 2009) for having high rate of corruption which is theoretically a dimension of deviance. This study suggests that deviance comes as an outcome of cynicism. Since employees in public sector organizations of Pakistan and mostly those at lower levels are quite frustrated due to inequity in rewards and organizational injustice etc. Since organizations have failed to take care of their employees in terms of financial and psychological aspects, the deviance can be viewed as retaliation by employees commonly explained through frustration-aggression theory. The findings of the study provide an idea about existence of these behaviors in public sector organizations of Pakistan and how their negative affects can be reduced.

5.6. Limitations and Future Research Directions

Apart some theoretical and practical implications, there are few limitations in the present research which should be addressed in future studies.

The main limitation of present study was big size of population for present study. As described in methodology, it was quite a difficult task to collect data from representative sample. Although the public servants working in Islamabad come from diverse background and various parts of the country, still the results when generalized on population, need a cautious approach.

The low value of model fitness can mainly be attributed to variables selected for the study. Since the variables included as determinants of organizational cynicism were psychological in nature, their overall impact on organizational cynicism was quite low. Due to economic constraints, perhaps the major part of cynicism can be attributed to poor salary etc. which are more extrinsic in nature. A comprehensive model with these extrinsic factors could have better explained the causes of organizational cynicism.

This study analyzed the data as whole regardless of comparison between different public sector organizations (e.g. Ministry of Interior vs. Ministry of Information). Future studies should also analyze this aspect using multi level analysis. Similarly it must be acknowledged there are chances of potential bias because of self-report data. For example, fatigue or lack of interest from the participants might have biased the data collected in this study known as “common method variance”. For future research directions, in addition to analyzing the data at both individual and organizational level, interacting effects might be at work in the proposed model. For example, it will be of significant interest to public policy makers to predict how organizational cynicism affecting deviant workplace behavior as a function of organizational commitment.

The findings in public sector organizations provide us a comprehensive view of organizational cynicism in Pakistan but these lessons are applicable to public sector organizations only. The

volume of private sector business and employees is quite big than public sector organizations. Thus another limitation of present study is its limited scope in public sector organizations only.

Though the study attempted to analyze organizational cynicism in a novel cultural context i.e. Pakistan, specific dimensions of culture were not taken into account while developing the research model. The findings could have been explained more comprehensively if dimensions of culture are made part of model by either taking them as independent variable or like many earlier studies taken as moderating variable. Research in future should take into account this aspect as well.

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Appendices

Questionnaire

Dear Respondent,

My name is Sajid Bashir. As a doctoral candidate at Mohammad Ali Jinnah University, Islamabad, I am collecting data for my dissertation. The main objective of my study is to analyze organizational cynicism in public sector organizations of Pakistan.

It will take your 15-20 minutes to answer the questions and to providing the valuable information. This will help to understand the phenomena of organizational cynicism in a unique cultural setting of Pakistan. I assure you that data will be strictly kept confidential and will only be used for academic purposes. To ensure anonymity, you are not supposed to write your name or name of organization any where in the questionnaire.

Thanks a lot for your help and support!

Sincerely,

Sajid Bashir
Ph.D. Candidate
Faculty of Management and Social Sciences

Mohammad Ali Jinnah University, Islamabad

Section.1

*The following statements concern your **Perception about Politics** within the organization. For each item of the statements below, please indicate the extent of your agreement and disagreement by ticking (✓) the appropriate number.*

1= Strongly Disagree
4= Agree

2= Disagree
5= Strongly Agree

3= Neither Agree/Nor Disagree

1. There is a lot of self-serving behavior going on. 1 | 2 | 3 | 4 | 5
2. People do what's best for them, not what's best for the organization. 1 | 2 | 3 | 4 | 5
3. People spend too much time sucking up to those who can help them 1 | 2 | 3 | 4 | 5
4. People are working behind the scenes to ensure that they get their piece of the pie. 1 | 2 | 3 | 4 | 5
5. Many employees are trying to maneuver their way into the in-group. 1 | 2 | 3 | 4 | 5
6. Individuals are stabbing each other in the back to look good in front of others. 1 | 2 | 3 | 4 | 5

Section 2.

*The following statements relate to your opinion about **Breach of Psychological Contract** by your organization. For each item of the statements below, please indicate the extent of your agreement and disagreement by ticking (✓) the appropriate number.*

1= Strongly Disagree	2= Disagree	3= Neither Agree/Nor
Disagree		
4= Agree	5= Strongly Agree	

7. Almost all the promises made to me by my employer during recruitment have been kept so far. 1 | 2 | 3 | 4 | 5
8. I feel that my employer has come through in fulfilling the promises made to me when I was hired. 1 | 2 | 3 | 4 | 5
9. So far my employer has done an excellent job of fulfilling its promises to me. 1 | 2 | 3 | 4 | 5
10. I have not received everything promised to me in exchange for my contributions. 1 | 2 | 3 | 4 | 5

11. My employer has broken many of its promises with me even though I've upheld my side of the deal.

1	2	3	4	5
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Section 3.

The following statements relate to your opinion about **Job Autonomy** at your work place. For each item of the statements below, please indicate the extent of your agreement and disagreement by ticking (✓) the appropriate number.

1= Strongly Disagree	2= Disagree	3= Neither Agree/Nor
Disagree		
4= Agree	5= Strongly Agree	

12. I have the freedom to decide how to organize my work

1	2	3	4	5
---	---	---	---	---

13. My job allows me to make a lot of decisions.

1	2	3	4	5
---	---	---	---	---

14. I have a control over what happens at my job.

1	2	3	4	5
---	---	---	---	---

Section 4.

The following statements relate to your opinion about **Organizational Cynicism**. For each item of the statements below, please indicate the extent of your agreement and disagreement by ticking (✓) the appropriate number.

1= Strongly Disagree	2= Disagree	3= Neither Agree/Nor
Disagree		
4= Agree	5= Strongly Agree	

15. I believe my organization says one thing and does another.

1	2	3	4	5
---	---	---	---	---

16. My organization's policies, goals, and practices seem to have little in common.

1	2	3	4	5
---	---	---	---	---

17. When my organization says it's going to do something, I wonder if it will really happen.

1	2	3	4	5
---	---	---	---	---

18. My organization expects one thing of its employees, but rewards another.

1	2	3	4	5
---	---	---	---	---

19. I see little similarity between what my organization says it will do and what it actually does.

1	2	3	4	5
---	---	---	---	---

20. I often experience irritation when I think about my organization.

1	2	3	4	5
---	---	---	---	---
21. I often experience aggravation when I think about my organization.

1	2	3	4	5
---	---	---	---	---
22. I often experience tension when I think about my organization.

1	2	3	4	5
---	---	---	---	---
23. I often experience anxiety when I think about my organization.

1	2	3	4	5
---	---	---	---	---
24. I exchange “knowing” glances with my coworkers.

1	2	3	4	5
---	---	---	---	---
25. I criticize my organization’s practices and policies with others.

1	2	3	4	5
---	---	---	---	---
26. I find myself mocking my organization’s slogans and initiatives.

1	2	3	4	5
---	---	---	---	---

Section 5.

*The following statements relate to your opinion about **Organizational Commitment**. For each item of the statements below, please indicate the extent of your agreement and disagreement by ticking (√) the appropriate number.*

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1	2	3	4	5														
1	2	3	4	5														
1	2	3	4	5														
1= Strongly Disagree 2= Disagree 3= Neither Agree/Nor Disagree 4= Agree 5= Strongly Agree																		

27. I am willing to put in a great deal of effort beyond that normally is expected in order to help this organization to be successful
28. I talk up this organization to my friends as a great organization to work for.

1	2	3	4	5
---	---	---	---	---
29. I find that my values and the organization’s values are very similar.

1	2	3	4	5
---	---	---	---	---
30. I am proud to tell others that I am part of this organization

1	2	3	4	5
---	---	---	---	---
31. This organization really inspires the very best in me in the way of job performance

1	2	3	4	5
---	---	---	---	---
32. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.

1	2	3	4	5
---	---	---	---	---

33. I really care about the fate of this organization.

1	2	3	4	5
---	---	---	---	---

34. For me, this is the best of all possible organizations for which to work.

1	2	3	4	5
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Section 6

*The following statements relate to your opinion about **Job Satisfaction**. For each item of the statements below, please indicate the extent of your agreement and disagreement by ticking (✓) the appropriate number.*

1= Strongly Disagree
4= Agree

2= Disagree
5= Strongly Agree

3= Neither Agree/Nor Disagree

35 Considering what it costs to live in this area, I am satisfied with the pay I am receiving

1	2	3	4	5
---	---	---	---	---

36. I find real enjoyment in my work.

1	2	3	4	5
---	---	---	---	---

37. I am often bored with my job (R).

1	2	3	4	5
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Section 7

*The following statements relate to your opinion about **Deviant Workplace Behavior**. For each item of the statements below, please indicate the extent of your agreement and disagreement by ticking (✓) the appropriate number.*

1= Strongly Disagree
4= Agree

2= Disagree
5= Strongly Agree

3= Neither Agree/Nor Disagree

38. I exaggerate my work hours.

1	2	3	4	5
---	---	---	---	---

39. Sometimes I start a negative rumor about my organization

1	2	3	4	5
---	---	---	---	---

40. Sometimes I gossip about my coworkers.

1	2	3	4	5
---	---	---	---	---

41. I try to cover up my mistakes.

1	2	3	4	5
---	---	---	---	---

42. I try to compete with my coworker in an unproductive manner

1	2	3	4	5
---	---	---	---	---
43. Sometimes I gossip about my supervisor.

1	2	3	4	5
---	---	---	---	---
44. Sometimes I stay off sight to avoid work.

1	2	3	4	5
---	---	---	---	---
45. If I find an opportunity I will take organization equipment/assets with me for personal use.

1	2	3	4	5
---	---	---	---	---
46. When I make a mistake I try to blame coworkers.

1	2	3	4	5
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47. Sometimes I intentionally work slowly.

1	2	3	4	5
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Please fill/tick (✓) the following with appropriate answer.

48. How would you classify your job? **1** Officer **2** Staff/Employee
49. What is your highest qualification? **1** Intermediate or less **2** Bachelors **3** Masters **4** M.Phil/PhD
50. What is your native language? **1** Urdu **2** Punjabi **3** Sindhi **4** Pushto **5** Balochi
51. What is your marital status? **1** Married **2** Unmarried
52. What is your Gender? **1** Male **2** Female
53. What is your age? (In Years) **1** 18-24 **2** 25-31 **3** 32-38 **4** 39-45 **5** 46-52 **6** Above 52