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THE RELATIONSHIP OF ORGANIZATIONAL CYNICISM WITH THE JOB SATISFACTION: THE MEDIATING ROLE OF PSYCHOLOGICAL CONTRACT BREACH

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ARTICLE INFO	ABSTRACT
<p>Keywords: Psychological Contract Breach, Organizational Cynicism, Job Satisfaction, Nurses, Pakistan</p> <hr/> <p>Article History: Date of Submission: 29-05-2020 Date of Acceptance: 14-10-2020 Date of Publication: 31-12-2020</p>	<p>This research inspects the relation of psychological contract breach, organizational cynicism and job satisfaction. This is correctional research and data is collected from 274 nurses randomly from public sector hospitals of Lahore Pakistan. Result described that all three hypotheses for direct relationships of psychological contract breach and the organizational cynicism with the job satisfaction and for the relationship of organizational cynicism with psychological contract breach are accepted. Moreover, psychological contract breach partially mediates the relation of +other sectors like the banks, telecom and education sector for validate the results. It is also worthwhile to collect the data from nurses of private sectors where they face lot of hardships and the results of nurses of Govt. and private sector. For generalizing the results data will also collect cities like Islamabad, Faisalabad and Karachi.</p> <p style="text-align: center;">  </p> <p style="text-align: right;"><i>2020 Gomal University Journal of Research</i></p>
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INTRODUCTION

Current research is designed to check mediation role of psychological contract breach between the relationship of organizational cynicism and job satisfaction. The variable of interest in this research is job satisfaction. Job satisfaction is being emerged within the organization when an individual makes an assessment about the social problems, other related internal and external issues about the job. High level of job satisfaction among the employees may boost the level of production, morale and such feeling of accomplishment which ultimately decrease the employee intention to exit and to decrease searching of job (Spector, 1997; Aziri, 2011; Rahman, Akhter & Khan, 2017). However, the decreased level of job satisfaction may result in high absent ratio and high rate of job exit (Kwok, Cheng & Wong, 2015; Peiró, Kozuszniak, Molina & Tordera, 2019). It

is also linked with delight and happiness in life due to the recognition and enforcement of effectiveness and the success of organization (Kwok et al., 2015; Ayala, Silla, Tordera, Lorente, & Yeves, 2017). It also plays vital role in the life satisfaction (Askitas, Zimmermann, Guzi & García, 2015; Sirovátka, Guzi & Saxonberg, 2019). That's why, it very crucial to understand the different techniques and parameters to improve the job satisfaction at work place (Kwok et al., 2015).

According the Mardanov, Heischmidt and Henson (2008) and DeConinck (2009) about 77% employees in USA are found to be dissatisfied from their jobs and the study also disclosed that dissatisfaction is one of the major issues behind high turnover rate of the employees. It is being identified that mostly employees seem dissatisfied in early job time and ratio of dissatisfaction ranges about 26.1% - 45.9% within the first year of their job particularly in the European Nations (Auer & Cazes, 2000). Still, that dissatisfaction ratio is increased in USA to 65.9% (Erlinghagen, 2019). There was research conducted in Turkey on 1293 sample size of employees from different departments and professions and concluded that about 41.7% employees are dissatisfied from their jobs and even lives (Yesilyaprak & Boysan, 2015; Anene, 2019). According to findings of Chou, Hecker and Martin (2012) employees prefer to work for longer working hours in China and Hong Kong in comparison to west side of the world. Hong Kong is among the top 5 from the 72 nations where working hours longer like employees work about 2296 hours in one year (Pisani, Sapir, Véron & Wolff, 2012). This bad situation is present in Asian countries (Chandra, 2012; Yang & Islam, 2020) and evident in the countries like America, Latin America and East Asia.

Although, it is the most considerable factor in the countries like Hong Kong and China, where the lower side of job satisfaction also has reverse effect on physical and personal level well-being (Kwok et al., 2015; Leung, Cheung & Liu, 2011; Dahiya, & Rangnekar, 2020). In addition to that, different researchers also have identified that there is high job dissatisfaction among the low-level wages people, the young marginal type workers and other part time workers (Ananiadou, Henry, Evans & Wolf, 2004; Brown, Taylor, McKenzie & Perkins, 2015). Above discussion clearly describe that job satisfaction is main concern for the organizations of modern age. To solve this problem current research designed to examine the effect of organizational cynicism and psychological contract breach on job satisfaction and also mediating role of psychological contract breach for the relation of organizational cynicism with job satisfaction. Kuang (2013) examines that psychological contract breach has positive significant influence on organizational cynicism. This result is also validated by the other researchers (Bashir & Nasir 2013; Li & Chen 2018). Similarly, different studies recommend that psychological contract breach has negative significant influence on the job satisfaction (Ballou, 2013; Rayton, & Yalabik 2014; Marselou, 2017).

Organizational cynicism has negative significant effect on job satisfaction (Abouel, 2011; Volpe, Mohammed, Hopkins, Shapiro & Dellasega, 2014; Grama, 2017). Basically, the organizational cynicism is personal negative thinking like the distress, dissatisfaction and desperation about the management and organization (Özler & Atalay, 2011; Karakaya, 2019). It is the result of the employees trusting on organization that they do lack of honesty. Especially morality boosting, justice within organization and honesty being manipulated. With passage of time, researchers are more diverted towards the organizational cynicism. Cynicism is described as the employee's negative emotions like the anger, desperation and dissatisfaction. Due to that, there are number

of issues generated (Özler & Atalay, 2011). Old studies consider the contract breach as a separate event like employees think that their wages are not increased as promised, although in recent studies it was suggested psychological contracts should be considered and treated as dynamic procedures (Bankins, 2015; Solinger, Hofmans, Bal & Jansen, 2016; Jacobs, Kreutzer & Vaara, 2020).

Parallel with concept of breach as a step-by-step process, it can analyze in detail as neuroscience efforts to recognize the intrapersonal procedures those reacts against the thought of breach (Wiechers, Shapiro, Lub, Have, 2018). Researchers also suggested that it is a psychological state which helps for quick understanding to respond a change from automatic procedure to fully sensed attention to the psychological like contract. All the actions can in direct or indirect way, even slowly “the procrastination of the organization in meeting its obligations” and designed by personal level work environment and such characteristics. Enforcement is basically the distress among the individual’s psychological contract to shake the thoughts of that person. There are multidimensional aspects about the employees enforce to have psychological contract that is related with different other organizational and individual factors and there can subsequent the emergence of different attitude, reactions, behaviors and consequential parameters with respect to the responsibility of the psychological contract breaches (Conway, Kiefer, Hartley & Briner, 2014).

LITERATURE REVIEW

In previous researches the relationship of organizational cynicism and psychological contract breach with job satisfaction and relationship of the organizational cynicism with psychological contract breach tested at individual level. This research add in the body of research by proposes the psychological contract breach, organizational cynicism and job satisfaction in single model. From the best of researcher knowledge, this is the initial effort to check the mediating effect of organizational cynicism for the relation of psychological contract breach with job satisfaction. This research is also initial effort to check the propose model in nurses of Pakistan via existing research.

Job Satisfaction

Job satisfaction is the inner emotions about the job and its different dimensions. It really deals with how an individual feel about the work (Rahim, 1982; Danganan, Velasquez, Guinto & Mac, 2019). It is favoring tendency to judge his or her work (Stewart, 1983). Basically, job satisfaction is the qualitative measurement of liking and disliking job work (Spector, 1997). It suggests the good feelings of the employees related to their job. It describes overall assessment of work and all related dimensions by the employee (Muhidin, 2019). Job satisfaction is happiness collected through work assessment to analyze the job importance (Middermann, Kratzer & Perner, 2020). It is basically the inner thought and the belief about the job (Price, 2001; Ababneh, & Hackett, 2019). It shows the tendency of an individual level of satisfaction with respect to his or her inside and outside aspects from the job (Bhuian & Menguc, 2002; Obodo, Okonkwo & Aboh, 2019). It is being judged and analyzed as per the individual’s feelings related to the job work and its relevant aspects (Obodo, et al., 2019). It shows the reflection on the base of their personal needs, desires and certain expectations about the job. Such indicators are very much considered by the employees during job satisfaction (Sempene, Rieger, Roodt, 2002; Wen, Muthueloo & Ping, 2018).

It is also a seeming response to the job as an individual to perceive certain things from the job and when compare it with reality (Rothman & Coetzer, 2002; Ayalew, 2019). Job satisfaction is the inside delight from the job and to enjoy the work and feel of proud on excellent performance of work (Mayorga, 2019). It is the highly interesting thing for the employees within organization and individuals who are studying that. It is one of important factors in study of organizational behavior and for the theory of organizational based experience which is ranged from the job development to even supervision (Lashari, Shah, Malkawy & Parveen, 2019). It is based about job including employee expectations from the job (Hussami, 2008; Wong, Norzi, Chan & Jaafar, et al., 2020). The right analysis of job may be helpful to understand importance of an employee and the reasons to be motivated (Yang, Ge, Hu, Chi & Wang, 2009). Even in current advanced era particularly in field of organizational psychology (Kwok et al., 2015). It does provide physical outcome as approach is effectively utilized (Ahmed, Andersson & Hammarstedt, 2013). Studies are being conducted to understand factors behind job satisfaction (Memduhoğlu & Altunova, 2020). Within the social setup it is not easy way to understand factors behind job satisfaction. Researchers argued that job satisfaction is very wide concept which contain different other vital factors/issues as well (Ayala et al., 2017; Judge & Mueller, 2012; Gong, Wu, Huang, Yan & Luo, 2020).

Psychological Contract Breach

The concept of employee psychological engagements may consist on ideological remunerations clearly ignored although it is tried to understand the employees output with the help of research to know the impact of psychological contract. Thompson & Bunderson (2003) ideological state is the (credible commitment to pursuing a valued cause or principle (not limited to self-interest) that are implicitly exchanged at the nexus of the individual-organization relationship). As the result employees who trust in ideological part to the psychological engagement hold the trust that organization gives the situation to the employees to become part straight away or indirect way. Previous studies consider the contract breach as a separate event like employees think that their wages are not increased as promised, although in recent era researchers have suggested that psychological contracts should be considered and treated as dynamic procedures (Bankins, 2015; Solinger et al., 2016; Jacobs, et al., 2020). Parallel with the concept of breach as a step-by-step process, it can analyze in the detail as neuroscience efforts to know the intrapersonal procedures those reacts against the thought of breach (Wiechers et al., 2018). Researchers also suggested that it is the psychological state which helps for quick understanding the vents and to respond a change from automatic procedure to fully sensed attention to the psychological like contract.

All the actions can in direct or indirect way, even slowly “the procrastination of the organization in meeting its obligations” and designed by the personal level work environment and such that characteristics. Enforcement is basically the distress among the person’s psychological contract to shake the thoughts of that person. There are multidimensional aspects about the employees enforce to have psychological contract with different other organizational factors and there can subsequent emergence of different reactions and behaviors with respect to the responsibility of psychological contract breaches (Conway et al., 2014). As per the empirical conclusion contract breach may be a subsequent situation for working partner relations with outcome of increased in deviance and rude attitudes among the coworkers (Bordia, Restubog, Bordia & Tang, 2010; Deng, Shapiro & Yang, 2018). Kuang (2013) examines that Psychological Contract Breach has positive significant influence on the organizational cynicism. This result is also validated by the

other researchers (Bashir & Nasir 2013; Li & Chen, 2018). Similarly, the psychological contract breach has negative significant influence on job satisfaction (Ballou, 2013). This result is also validated by the other researchers by examining the issues (Rayton & Yalabik 2014; Marselou, 2017).

Organizational Cynicism

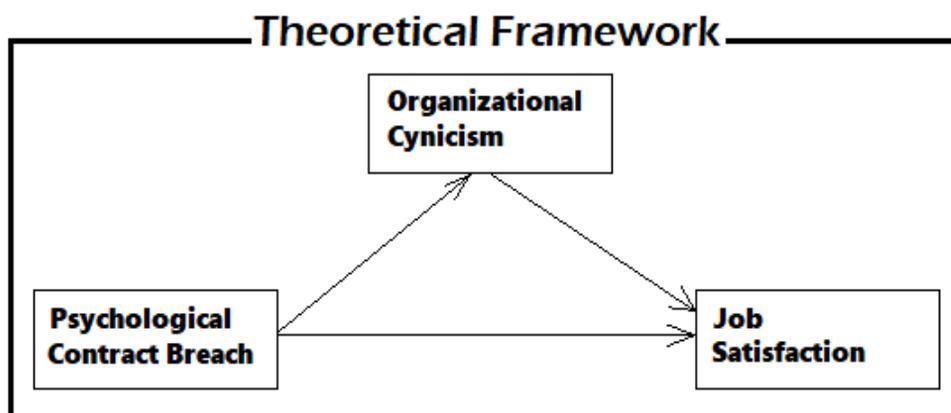
Organizational cynicism is an internal thought which makes an individual unfriendly towards the organization as per his or her believe organizations are dishonest and will make fool of their employees (Nair & Kamalanabhan, 2010; Putranta, 2020). Basically, it is the personal negative thinking like distress, dissatisfaction and desperation about the management and organization (Özler et al., 2011; Karakaya, 2019). It is the result of employees trusting on organization that they do lack of honesty. Especially morality boosting, justice within organization and honesty are being manipulated. With passage of time, researchers are diverted toward organizational cynicism. The term of cynicism has captured high intention with respect to different contents within social sciences such as sociology, political science, religion, philosophy and psychology (Ince & Turan, 2011; Atikbay, & Öner, 2020). Cynicism is described as the employee's negative emotions like the anger, desperation and dissatisfaction. Due to that, there are number of issues generated for the entire management and organizations (Özler et al., 2011). According to other researcher's cynicism is basically a personality characteristic or a behavior instead of a lifestyle (Özgener et al., 2011). Particularly in the America, it is being considered as the norm in different organizations and same situations in the Egypt and the different other countries in the world as well.

Different researchers suggested that there is a direct impact to decrease level of job satisfaction particularly in the last 10 years. There is a survey concluded that about 49% of Americans are founded satisfied from their jobs which is decreased from 58% within last 10 years (Akhigbe, & Gail, 2017). As the level of job satisfaction going down and there will be high organizational cynicism that will ultimately create a bad situation for the management to control over such changed scenario. It can be described as overall and behavior of discouragement, distress, anger, mistrusting situation, wrong ideology and other social type skills (Andersson, 1996). It becomes the realistic point of thought when any organization moves towards dishonesty in the result that may hit hard to goodwill and crucial attitudes when it reacts in combination with very negative type emotions (Abraham, 2000; Mousa, & Abdelgaffar, 2017). It can be perfectly analyzed as per the high working experience of the analyst (Mousa, & Abdelgaffar, 2017). It is the kind of un-satisfaction from organization. This is the hard point of the view with honesty, fair actions, decreased moral and lower level of sincerity within organization (Bernerth, Armenakis, Feild & Walker, 2007; Gkorezis, Georgiou & Theodorou, 2018). It is also called the behavior emerged with the level of faith, inner thinking and working actions in concerned organization with more diligence.

Basically, it is the reverse behavior included three aspects think by individual about organization like cognitive, behavioral and affective structure of the organizational cynicism (Stanley, Meyer & Topolnytsky, 2005; Gigliotti, Marshall & Gonzalez, 2019). The first cognitive aspect of the cynicism is related to the faith in organization that it lacks in honesty. Also, it is the faith about organization lacks in justice system, level of sincerity and down honesty. Individuals trust that such practices are normally changed. Those are changed with certain wrong practices and the immoral behaviors as considered as the organizational norms. Similarly, they also believe in

that the human resources are not trustable and even inappropriate in their behavioral actions. Second, the affective aspect of cynicism is based on inner emotions and sentiment response towards organization. It is the high emotion base response to the organization. The individuals also feel un-honored and harsh about the organizations and even feel disturbance, hate and shame when they thought about the organizations. That's why it is linked with different negative thoughts. Third, the behavioral aspect of organizational cynicism describes the negative actions and disrespecting behaviors. This aspect is based on the negative and constant wrong behaviors. Hard thinking about organization is highlighted action-based issues. Those can be happening in different ways such hard emotions about organization like lack sincerity and honesty within organization. Organizational cynicism has negative significant influence on job satisfaction (Abouel, 2011). This result is also validated by the other researchers (Volpe et al., 2014; Grama, 2017).

Hypothesized Research Model



Theoretical Background

According to Abraham, (2000), discrepancy theory provides theoretical basis for the research and described that the psychological contract breach has negative significant impact on the job satisfaction and positive relationship with organizational cynicism as per evidence from existing studies.

Research Hypothesis

- H1: Psychological contract breach has negative significant relationship with job satisfaction
- H2: Psychological contract breach has positive significant link with organizational cynicism
- H3: Organizational cynicism has negative significant relationship with job satisfaction
- H4: Organizational cynicism play mediating role between PCB and job satisfaction

RESEARCH METHODOLOGY

Target Population, Sample & Sampling Technique

Target population of current studies is consisted of nurses of public sectors hospitals of Lahore Pakistan. For this purpose, we select Services, Mao Hospital and Sheikh Zaid Hospital Lahore

Pakistan. A sample of 274 nurses was drawn randomly for collecting the data. Total number of distributed questionnaires were 335. Returned questionnaires were 292 and uncompleted were 18 which were excluded from the final analysis. The data was analyzed with the help of the SPSS 24.

Research Design and Type of Research

This is cross-sectional research as data is collected from the respondents at the single time point and this research is the quantitative one as the relationship are based on the cause-and-effect relationship.

Scale and Measurements

The employee job Satisfaction is mesured with 6 item scale of [Homburg & Stock \(2005\)](#) and reliability of that scale was 79.5 %. Organizational cynicism is measured with ten statements scale of [Brandes, Dharwadkar & Dean \(1999\)](#) and reliability of scale was 86.5 %. Psychological contract breach is measured with 9 item scale of [Robinson, & Morrison, \(2000\)](#) and reliability of that scale was 82.4 % which have also been validated by different researchers. This research uses the five-point Likert type for calculating the response from strongly disagree to strongly agree.

Reliability Analysis

Table 1

Reliability Statistics

Variable's Name	Alpha of Reliability
Employee job Satisfaction	0.85
Organizational cynicism	0.87
Psychological Contract Breach	0.79

Table 1 indicates that all values of Cronbach's Alpha of the research variables which indicate the values are more than the threshold values (.060) and thus all the collected data is accurate and reliable.

Correlation Analysis

Table 2

Correlation Analysis

	Mean Value	Standard Deviation	Employee Satisfaction	Organizational Cynicism	Psychological Contract Breach
Employee Satisfaction	3.45	0.49	1		
Organizational Cynicism	2.44	0.64	-0.47**	1	
Psychological Contract Breach	2.16	0.53	-0.34**	0.53**	1

** . Correlation is significant at the 0.01 level (2-tailed)

Table 2 provides the values of mean, standard deviation and nature of correlation i.e., either it is positive or negative. The organizational cynicism is negatively correlated with employee job satisfaction and its value of “r” is -0.47**. Psychological Contract Breach is negatively correlated with employee job satisfaction and its value of “r” is -0.34**. The psychological contract breach is positively correlated with organizational cynicism and its value of “r” is 0.53**, and confirmed association.

Regression Analysis

Table 3

Regression Analysis

	β	SE	F	R ²	Decision
Path c (Step-1)					
Outcome: Job Satisfaction					
Predictor: Psychological Contract Breach	-0.34	.075	60.74	0.27	0.000<0.01
Step-2 (Path-a)					
Outcome: Organizational Cynicism					
Predictor: Psychological Contract Breach	0.51	0.078	174.43	0.35	0.000<0.01
Step-3 A (Path-b) & Step-3 B (Path-c')					
Outcome: JS, Predictor: OC					
Mediator: Organizational Cynicism	-0.19	0.088			0.014<0.10
Predictor: Psychological Contract Breach	-0.25	0.075			0.000<0.01

P<0.01, P<0.05, P<0.10

Table 3 provides the values of regression analysis. For the relationship of psychological contract breach with job satisfaction, Value of F is 60.74 and R²=0.27 and Value of β =-0.34. value of p<0.01, So hypothesis no 1 about this relationship is accepted. This result is similar with results of previous researches (Ballou, 2013; Rayton, & Yalabik 2014; Marselou, 2017). As the value of β of this research is very close to results of above-mentioned researchers. For the relationship of psychological contract breach with organizational cynicism, Value of F is 60.74 and R²=0.35 and Value of β =0.51. value of p<0.01, So hypothesis 2 about this relationship is accepted. This result is similar with the results of previous researches (Kuang, 2013; Bashir & Nasir 2013; Li & Chen 2018). As the value of β of this research is very close to results of above-mentioned researchers. For relationship of organizational cynicism with satisfaction, Value of F is 124.75 and R²=0.29 and Value of β =-0.46. value of p<0.01, So hypothesis 3 about this relationship is accepted.

This result is similar with the results of previous researches (Abouel, 2011; Volpe et al., 2014; Grama, 2017). As the value of β of this research is very close to the results of above-mentioned researchers. For checking the mediation influence of organizational cynicism for the relation of psychological contract breach with job satisfaction. Current research analyses the three direct relationships. Table 3 describes that all these relationships are significant. For evaluating the mediation effect, current research regresses the independent variable (psychological contract breach) with mediator variable (organizational cynicism) on job satisfaction. It is observed that Value of β is reduces from -0.34 to -0.25. This value describes that mediation is exist for the relation of psychological contract breach with job satisfaction, but this is partial mediation. This

is finding of the current research. This result is also logically justified as if we decrease the level of organizational cynicism by decreasing the level of the psychological contract breach that will reduce the strength of the direct relationship of the psychological contract breach with the job satisfaction.

CONCLUSION

There are many organizations whose employees are satisfied with their jobs. This may create problem in term of their productivity and affiliation of their jobs. Current research is based on nurses of government hospitals of Lahore. The current research was based upon four proposed hypotheses. Consequently, three of the hypotheses are about direct relationships and one is about the mediation effect of organizational cynicism for the for the relation of psychological contract breach with job satisfaction. All the hypotheses are accepted from results of correlation and regression to examine association and cause-&-effect relationships. Also, organizational cynicism partially mediates the relation of psychological contract breach with job satisfaction. In future, these types of studies may also conduct on other sectors like banks, telecom and education sector for validate the results. It is worthwhile to collect data from nurses of private sectors where they face lot of hardships and the results of nurses of government and private sector. For generalizing the results data will also collect cities like Islamabad, Faisalabad and Karachi.

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