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Cynicism, Organizational change and

Relational aspects

Hira Hafeez
Abdus Sattar Abbasi

Department of Management Sciences

COMSATS Institute of Information Technology Lahore, Pakistan

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Hira Hafeez

Department of Management Sciences, COMSATS Institute of Information Technology, Lahore, Pakistan
Email; hirahafeez8@gmail.com (Corresponding Author)

Dr. AbdusSattarAbbasi

Head, Department of Management Sciences, COMSATS Institute of Information Technology, Lahore, Pakistan
Email; drabdussattar@ciitlahore.edu.pk

Abstract

The intention prevailing behind the study is to describe the ancient philosophy of cynicism as the current corporate notion, by collaborating the main essence of cynicism with the contemporary world. Study will present cynicism in employees as constraint and the predictor of resistance towards change phenomena. Moreover the study will further moves to the resistance of employees towards organizational change in presence of cynicism in their attitudes. The qualitative and explanatory nature of the study gives the reviews on causes of employee cynicism against the change initiative. This study was more likely to capture the causes of developing cynicism in employees against organizational change such as trust in management, adequacy of information and social influences, absences of these indicators can enhance cynicism in employees' attitudes. Pakistan tobacco company (PTC) was considered as the case to exemplify the idea of employee cynicism towards organizational change. How employees can convert success of the company into the failure, due to unknown facts about change plan. A systematic review of literature reveals that trust in management, adequacy of information and social influences have influences to counter cynicism in employees and ultimately which create acceptance towards organizational change.

***Keywords**: Employee cynicism, Organizational change, Social influences, Trust in management, Adequacy of information.*

Introduction

Dynamic era of today's corporate world has been facing tremendous changes from some past years including advancement, change in demographics and specially the approach of human resource towards organizations (Lindholm, 2003). In this result organizations have to adapt this strategy of planned change to cope with this dynamic environment. These planned change approach provides the maximum success in case of successful implementation and execution. Corporate world's main concerns is to enhance bottom line performance rather than to focus on intellectual creativity, corporate governance and freedom to speak (Eisenberg et al., 1998).

These planned changes in organizations sometimes become cause of developing cynicism in employees due to divergent reasons. Past studies in cynicism contributed by scientifically defining cynicism. These studies deals in to dual directions of cynicism, first as general paradigm in even personality traits and secondly specific paradigmtowards change either its organizational change or societal change (Dean et al., 1998). Andersson& Bateman (1997)suggest that employee cynicism is the kind of feeling of disillusionment and frustration or such negative feelings towards a person, group, society or organization. Cynicism in employees is a negative perception towards their organizations referred to lack of organizational integrity, immoralaffects at workplace and in respond to these negative attitudes and believes weary behaviors towards organization. (Dean et al., 1998). Roots of cynicism can be find in ancient Greece philosophy (Bashir, 2011). Greeks have a school of thought that questioned about the relationship of religion and government. That quest arise question on cynicism in workplace settings (Andersson, 1996). Niderhoffer (1967) was the first who actually researches about cynicism as corporate regime.

Frustration aggression theory suggested that aggression and violation in behaviours is resulted due to some frustration behind this (Dollard et al., 1939). People with frustration more likely to develop violate behaviours and these behaviours ultimately ends on negative outcomes (Bashir, 2011). Frustration aggression theory is also applicable in organizational settings where negative behaviours founds to be associated with frustration. According to Spector (1978), frustration at workplace more likely to develop negative feelings towards organization, later another study found specific indicators like HR practices specially Training and reward policy have negative impact on frustration at workplace (Fox & Spector, 1999). This gives an indication towards roots of cynicism are firmly entrenched in frustration aggression theory (Bashir, 2011). Similarly cynicism in employees comes due to frustration at workplace either in terms of perceive negative happenings or actual experience of negative happenings.

The reasonbehind in increasing trend towards change in organizations is to collaborate profit driven strategies with strategies of efficiency.Employees respond with cynicism when such changes interrupt their deep rooted values and believes (Ramaley, 2002). These changes to refer to business practices such as management vogues or corporate buzzwords (Birnbaum, 2000). According toKanter&Mirvis (1989)cynicism tends to occurwhen the profit becomes the paramount factor over work standards. Focus of this study is mainly to deal with employee's cynicism which develops in response to the organizational change. Past studies has proven that organizational change is likely to provoke cynicism(Dean et al., 1998). Constant change in the workplace make employees cynical (Qian & Daniels, 2008).According to Wanous et al. (2000) cynicism in employees could create self-desire of achievement and skepticism which hinder the success of change.

Specific behaviors and intentions towards a specific situation are better to predict some one's idea about that particular situation. So that cynicism is more effective to predict employee'sresistance towards change (Ajzen&Fishbein, 1980). Another reason to consider this relationship is that employee cynicism and resistance towards organizational change shared some common characteristics. First they both are considered as negative attitude towards workplace. Both have conflict between management and subordinates. This is the main reason to discuss employee cynicism with intention to resist organizational change. While continues and pervasive cynicism could become the precursor of more aggressive expression of discontent toward organizational change. These informational and relational context composed of trust in management, adequacy of information and social influence. These indicators constitute the antecedences of employee cynicism due to change and with respect to this resistance towards change (Qian & Daniels, 2008). Objective of the present study is to explain negative indicators against organizational change, which hinder the acceptance and openness in employees towards change. It attempt to explore the consequences on employee attitude in the context of cynicism. Purpose of this study is to consider those factors which predicting cynicism with reference to change in organizations, because of the widespread change in organizational dynamics. This study further attempt to analyze the employee cynicism in predicting resistance towards organizational change. Focus of the study is to uncover cynicism as constraint to implement change at workplace. It also aims to discuss some of the potential indicators that influences cynicism in employees with respect to change.

Rational of the study:

Organizations now a days are more concerned towards retaining their competent valuable employees as resources, so that the employee's willingness and adequacy towards organization is much more important than other aspects (Aslam et al., 2015).Employee cynicism is one of the trait of attitude in employees at workplace that develop a sense of fulfillment of own desires. Jung et al. (2012) proposed that cynicism in employees have positive correlation with employee's intention to leave the organization, findings are relative to these studies (Oreg, 2006, Knudsen et al., 2008). Study of Qian & Daniels, (2008) gives a future indication which based on qualitative analysis of cynicism in employees with respect to organizational change, which should base on extensive and systematic review of literature and findings on cynicism and change. Present study focuses on employee cynicism as constraint for organizational change rather than the personality trait of an individual, as discussed in past studies (Qian & Daniels, 2008). Existing literature on cynicism is still at their initial stages of scientific development (Stanley et al., 2005). Similarly past studies mainly deals cynicism in employees as the psychological contract violation while the focus of present study is to discuss the absences of such causes that tend to develop cynicism in employees with respect to organizational change and resistance towards change.

Literature review

Essence of Cynicism in contemporary world:

cynicism is one of the school of thought from ancient Greekphilosophy, which describe the purpose of life is the agreement of human being with nature and refers to the only need which are required for existence of some one. It also refers to the rejection of all conventional desires of life.

That quest arise question on cynicism in workplace settings (Andersson, 1996).In current corporate notion cynicism is the idea in which organization lacks in integrity which ultimately develop in strong belief or emotion that leads to discouraging and weary attitude. Employees now a days seems to be more cynical in their attitudes(Twenge, Zhang &Im, 2004).Past studies reveals different types of cynicism such as: employee cynicism, organizational cynicism, Personality cynicism, societalcynicism and occupational cynicism (Peplinski, 2014).

Employee cynicism is kind of mistrust towards big entities, management of the organization or topentitiesof the organization (Andersson& Bateman, 1997). Organizational cynicismrefers to the

lack of integration between the success plan of employee and employer, when employee feel himself enable to build a connection between his goals and organizational goal that stress ultimately leads to organizational cynicism(Reichers, Wanous, & Austin, 1997). Personality cynicismis a lack of trust towards others, it's a kind of personality trait or one of the negative characteristic which enhance the general mistrust towards others (Greenglass&Julkunen, 1989. Societalcynicismis develop with respect to breach of any contract between society and the individual, it can be perceive stress from society. Because sometimes individual perceive their own perceptions as the fact of perception of majority and in case of opposite individuals perceived to be cynical in their attitudes. Occupational cynicism develops in case of stress full occupations (Ashforth& Humphrey, 1993).

Why employees encumber change at workplace:

From last few eons organizations are working in uncertain and dynamic environment because of growing technological advancement and competitive conditions (Carnall, 2007). The major factor behind this transformation is change. Change in organization can be expressed as modification in policies and structure of organization (Brown and Harvey, 2011). Study of Pierce et al. (1989) suggest that there are three types of attitudes prevails with respect to organizational change , first is the cognitive element that explain what employee think about change e.g. beneficial or not. Second elements is the effective which express the feelings of an employee towards change e.g. stressful or happy. Third and most important is behavioral element which express intention to accept that change or not.

Past studies has proven the strong relationship between change specific cynicism and intention to resist change. According to Stanley et al (2005) employee cynicism towards change is an indictor to develop intention to resist towards organization. Literature also have this relationship by considering other predictors (Del Val and Fuentes, 2003; Ford et al., 2001; Reichers et al., 1997).

Organizational change develops unintentionally cynicism in employees which negatively affect the success of organizational change (Brown et al. 2015). Organizational change brings awkwardness and level of discomfort in employees due to have fear of unknown situation and consequences of such changes at workplace. Success of any change is entirely based on the response level of employees of respective organization. Negative response towards change includes feelings and behaving against that proposed change (Piderit, 2000). According to Beer &Nohria (2000) 70 % organizations failed to achieve the desire results of change program. Past studies reveals different

indicators for employee cynicism just as social influences, trust in management, perceived organizational support, quality of information and job dissatisfaction (Abraham, 2000; Fullan, 2010; Oreg, 2006; Wanberg and Banas, 2000).

Employee cynicism as constraint for triumph:

Cynicism getting importance in different discipline of social science such as philosophy, political management and political science (Ince&Turan, 2011). Abraham (2000) suggest cynicism with five dimensions that have impact on job outcomes, even personality traits have influence on employee cynicism. Cynicism can be a harmful indicator that effect change program (Watt and Piotrowski, 2008). Furthermore past studies also proven that presences of cynicism in employees leads to dissatisfaction in their attitudes for their jobs, because when employees at workplace feel insecure their more likely to develop negative feelings (Polat&Gungor, 2014).

Cynicism in employees is associated with resistance towards organizational change and such kind of resistance become cause of obliteration (Pelit&Pelit, 2014). Employees with such kind of feeling become more reluctant and persistent towards change, they don't show flexibility and willingness to accept any change program. Change execution fail's due to employee's issue which are similar with cynicism. Change in organization can be a potential factor to develop cynicism in employees (Nafei, 2013). Change specific cynicism describe as kind of resistance that develop due to improper planning and implementation (Bergström et al., 2014).

Resistance towards organizational change usually occur when an employee unable to forecast the result of a change accurately (Milliken, 1987). Literature highlights some negative indicators that enhance power to resist towards organizational change (Fullan, 2010). Oreg (2006) suggest that dispositional resistance towards change is an unchangeable personality trait, because employees with dispositional resistance in their lives are unable to accept change. And when change impose on such employees forcefully they more likely to quit the organizational then to accept change.Some of the employees accept change more openly then others who resist for change (Danısman, 2010).

Furthermore employee cynicism has strong negative correlation with employee commitment also (Aküzüm 2014). In respect to this study Jung et al. (2012) explored that cynicism also has a significant and positive effect on employee's intention to quit which is consistent with relevant studies (Knudsen et al., 2008; Oreg, 2006).

Adequacy ofinformation, better understanding:

Quality and adequacy of information to an employee is the cause of enhancing positive attitude towards workplace (Qian & Daniels, 2008) such as job commitment and ready to accept change in workplace. Adequacy in information have direct impact on the employee attitude towards organizational change (Miller and Monge, 1985). Lack of Information at workplace predict anxiety while quality of information bring readiness to accept change (Miller et al., 1994). During the implementation of change in organizations employees experience high level of vagueness in case of indistinct situations. While in presence of information employee accept change more intentionally.

Quality in information also provides the logical reason to accept change and encourage the corporation between employee and employer. According to Gray and Muramatsu (2013) support by employer have significant and negative correlation with the stress in employees. Employees sustain their behaviors on the basis of the information perceived by organization. In case of lack of information employees gets confused about the main agenda of the change and tries to find the hidden agenda which leads to the cynicism in employees towards organizational change.

Positive Social influence predict positive attitudes: A person's attitude is supposed to link with the social influence from its surroundings. Social influence is a wide concept which shared by different approaches (Pavitt, 1993). Attitude at workplace is mainly influenced by the ideas of coworkers and prevailing conditions of organizations (Salancik and Pfeffer, 1978). Environment of a work place must have a positive impact on the employee's attitude towards change (Gibbons, 2004). When an employee perceive positive perception in regard to change at workplace then the chances of acceptability enhance. Because social influence predict an employee attitude's as the prevailing conditions of work place.

Social support is one of the prime factors that decreases the intention of an employee to quit and increases organizational commitment either in terms of willingness or to cope with challenges. Nissly et al. (2005) found significant negative connection between social support and employee's stress, and stress is the initial stride of developing cynicism in someone's attitude. Furthermore, Gray and Muramatsu (2013) explored the link between social support and employee's exit from the organization. A study was conducted and it proved that lack of support from colleagues could tend to develop negative vibes and intention to leave towards them. Soon they more likely to

develop stress and self-regard which ultimately contain cynicism in them (Estryn-Béhar et al., 2007).

Support from employer and colleagues is likely to develop constructive abilities in employees to deal with the organizational change (Shaw et al., 1993). Environmental cues by colleagues can influence employee's attitude. Employees who catch positive social influence they tend to develop more openness towards change. Just as grapevine communication informal information spread more quickly as compared to formal (Crampton et al., 1998) similarly cynicism in employees counter apparently through informal communication with their colleagues. Because employees with cynical attitude usually have conversation with their peers at workplace. So that the cynicism of colleagues could predict a focal individual's cynicism.

Trust in Managementencounter antagonism:

Trust in management can be an important and distinctive indicator of cynicism (Stanley et al, 2005). Trust is the conscious feeling of one person towards the actions of another person that will create a level of confidence and expectation (Mayer et al, 1995). The concept of trust indicate that trust requires vulnerability on behalf of the person who trust. A person can be cynical in absences of vulnerability (Dean et al., 1998). Cynicism towards organizational change creates distrust on management's actions and initiations. Empirical evidences shows that there is strong correlation exist between cynicism and trust. Employee with cynicism in his attitude less likely to display trust in management, while on the other hand employee with high level of trust in management have less chances of developing cynicism. It shows that trust in management is an important indicator of cynicism. Trust in management can help to eliminate cynicism in employees. Number of studies had found evidences on the negative influence of trust in employee cynicism (Oreg, 2006; Stanley et al., 2005). Sahin and Aspinar (2013) empirically investigate the relation and found negative consequences among employee cynicism, trust in management and OCB. Correlation analysis of the study based on organizational trust and commitment found positive and significant relation. Employee cynicism can be goes high when employees face difficulty to participate in organizational decisions and having less support from organization to accept change (Fleming, 2005; O'Brien et al., 2004; Wanous et al., 2000). According to Kotter and Schlesinger (2008) opportunity to participate in organizational decision can increase the readiness of employees towards change.

Pakistan Tobacco Company:

Background: Pakistan Tobacco Company was first started it business in 1947 after partition. PTC was the first company of Pakistan which was awarded by class "A status". Production plant are equipped with the modern machineries and advanced technologies. Almost 1 million people are dependent on PTC in economical and operational terms.

Current scenario: Pakistan's market having dual issues related to cost and quality at same glance. These two become the competitive edge for a company when a company achieve that both togatherlly. These are essential indicators of survival. To achieve these both a company have to be efficient in controlling cost, low process wastage and assets utilization. For building excellence PTC initiated a change program as BEST 2000. The basic purpose of this program is to change the organizational culture from authoritative to employee participative and customer focused culture.

BEST 2000: This program ultimately required change in employee'sbehaviours and their way to perform their jobs. Implementation of this program is not an easy task for the company to change the approach of such large group. Programme was mainly composed in 4 main sections: 1) trained line managers, 2) develop plan for shop floor employees, 3) use of graphs and machines for quality assurance and 4) establishment of an online information system.

Company planned to take assistance from external experts for the training program. Result of an aggressive training program was devastating, after first day training 40% participants were absent from the training for unexplained reasons. The reason of this failure comes on the shoulders of external consultant. After the failureof first Plan Company start finding another better consultant with the same scheme. But this time company had to face more terrific results then before, even in the case of more competent consultant was the part of program.

After this company again start to find another person but from different approach, which stops on a University professor from engineering background. Company perceive that a PhD with mechanicalengineering background could be the best solution to cope with pervious failures. But unfortunately results were same once again.

Company managed a meeting for fact finding. Committee of that meeting deeply looked into the all possible facts which could be the cause of failure, such as age of participants, literacy rate, environment, working conditions, profile of the participant employees. The end result of the meeting was decided in the form of an addition meeting with the participants.

First issue which was raised by the employees that this initiative is not relative to PTC, because of the sophisticated and complexed content of the training session. Employees argue that PTC is a manufacturing firm while training content based on high technological advancement and complexed information system which is most related to some IT or technology based firm. The second and prominent issue raised by the employee participants was "what's for us in it"? It refers to expectation of employees from training program that what they will get for this extra effort.These two issues put company's efforts to another direction which reveals the failure of this change programme was due to the inadequate information sharing with employees. Expected Consequences and results from this. It also reveals that company's management should win the trust of employees, in that way employees get ensure about consideration of their efforts.

The Alternate Path: Final report of the meeting finds the totally different views from employees then the final and discussed views of the communities. After through deliberations committee recommends the following initiatives:

1. Training content should be align to the training demand and needs.
2. Consultant can provide guidance only.
3. Consideration should be high on the side of participants.
4. There should be some reward and recognition plan to enhance the interest of participants.
5. Training material should be simple and understandable.
6. Participants should aware from the results of training session.

.**Conclusions and implications:**At first training session after failure, the contact of the meeting was announced with doubts. But the final outcomes of the change related training program was entirely unexpected. Participants successfully completed their trainings. Managers start consulting on the basis of control chart presentation. Soon they learnt how to interpret results from graphical representation. This system enables mangers also to manage their work.Results of this initiate proved to be very successful, because within a year company able to find results on the basis of correct and accurate actions by the managers of PTC. People start participated in training session voluntarily. By looking at the success of this company start an online quality information system that made the visible performance of the program. With this many other parallel steps were taken to improve the performance of that change program which were consistent with quality and cost effective.

Discussion

Now a day organizations are more focused and attentive towards retaining their valuable and competent employees, because organizations are well aware from the fact that right man at right jobs can create competitive edge in market. That's why the organizational approach shifted to the relational factors then the profit maximization.

This study tend to explore the idea of employee cynicism in organizational settings. This study answer those future call which was raised by the study (Qian & Daniels, 2008) by reviewing this model on theoretical basis. Main focus on this because previous studies consider cynicism in employees as the psychological trait. Present emphasis is to explore cynicism as behavioural constraint which develop in order to implement change in organization and resistance of employees towards that change.This is one of the initial study that explore the cynicism in employees with respect to resistance towards change in the context of Pakistan.

Cynicism is the fulfilment of their own perceptions in that way it inhabit the success of any change at workplace (Wanous et al., 2000).While the other studies which consider employee cynicism as the communication problem in organizational settings (Qian & Daniels, 2008). Previous literature on employee cynicism discuses it in the context of violation of psychological contract theory and explained its consequences and antecedences(Aslam et al., 2015).

And it also exemplify this idea by adding Pakistan TabacoCompany. PTC provides the best implication of change program by understanding cynical attitude of their employees while implementing that respective change. Employee's participation in company's decision counter the cynicism from employees which ultimately has power to control the resistance power against organizational change. Infect studies had proven this employee participation and social support has positive and significant impact on employee commitment and performance. Cynicism from employees can be hinder by providing information to the employees at time with quality and support. Employee cynicism can be a common and predictive reaction of employees in against the organizational change.

Findings subjected to the point that relational aspects as social influence, trust in management and quality in information can be the predictor. Absences of these indicators at workplace can predict cynicism in employees during change which in turn to leads resistance towards organizational change.

Conclusions:

Present study can be the reason of diverse implications in any organization while implicating change program. A theoretical review of the literature concluded that employee cynicism has the power to resist change. Resistance for change is the next level of cynicism in employee's behaviours. Having cynicism in employees can be an alarming situation for a company because of its disturbing effects on employees as well as on organization. It became mandatory for an organization to prevent cynicism in employees, just to save the best source and talent of the organization. To ensure the success of change implementation organization should provide adequacy in information to the concerned employees of that change program. Timely information plays imperative role to counter cynicism in employees. Because information from organization help employees to learn and understand the need and consequences of the organizational change and it will help to understand that what we will get from it. Organization should ensure the consistency and equal access of information to concerned employees. Social influences at workplace tend to predict attitudes of an employee. Employees usually perceive more from their informal relations with colleagues and management rather than the formal conversations. Employees with positive social influences predict the best working attitude at workplace. While negative and stress full influence have predictive power to enforce negative attitude. It can be imperative implication for organizations that to give autonomy to their employees, so that they can learn by their selves. Employer should listen to their employees frequently and gives more opportunities to learn from change programs (Thorup,2006), having trust in management gives strength to the employees to understand the change initiatives of the organization it create a sense of reciprocity that organization is providing something to their employees.

In future these findings point out towards testing model in workplace settings by implementing interview approach then traditional data collection approach. It can also tested in some specific area. By this way future researchers can generalize the findings of their study in that particular area. Future researchers can test this model by incorporating additional indicators such as: employees' commitment, perceived organizational support, job involvement and turnover intentions.

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