



Organizational Cynicism Factors and Job Conscience

Malikeh Beheshtifar*, Mahmood Nekoei Moghadam

Assistant Professor, Department of Management, Rafsanjan Branch, Islamic Azad University, Rafsanjan, Iran

Email: m.beheshtifar@yahoo.com

Research Center for Health Services Management, Institute for Futures Studies in Health, Kerman University of Medical Sciences, Kerman, Iran

ABSTRACT

The purpose of this study was to investigate the relationship between the organizational cynicism factors and job conscience of faculty members of Islamic Azad University of Kerman province in 2014. The population of this study consists of all faculty members of Islamic Azad University of Kerman province equal to 736. To determine the sample size using formula Cochran, that 250 were selected. Two questionnaires were used to collect data: organizational cynicism questionnaire with the reliability and validity 0.89 and 0.96, and reliability and validity of the job conscience questionnaire were 0.88 and 0.89, respectively. SPSS software was used to evaluate the hypotheses. The obtained results showed that there is an inverse relationship between the organizational cynicism factors and job conscience and all its components. Hence, it is proposed that to improve people's job conscience, organizational cynicism factors in term of job characteristics, communication, and understanding of human resource systems considered.

Keywords: cynicism, organizational cynicism, job conscience

Received 20.09.2016

Revised 14.10.2016

Accepted 8.11.2016

INTRODUCTION

One important aspect of a positive behavior that leads to success in the workplace is job conscience. Job conscientious referred to the sense of responsibility, commitment and deboning person to perform the duties and assigned responsibilities in other words, a self-regulatory mechanism of doing things, by which individuals without directly or indirectly supervision from the outside, doing his work qualitatively and quantitatively [1]. The study of job conscience is important that this behavior is due to an internal commitment to comply with requirements in connection with the work. In other words, job conscience, heart satisfaction, commitment and adherence to the task that humans do them, so that if an observer is not watching his activities, the shortcomings of duty will be imposed.

People with job conscience are regular, reliable, and are risk averse. They are high in performance and more concerned about doing the right things to make full than concerned on finances affairs. Of course, you cannot say that finance is not important for people with good conscience; it means that these people for opportunities to grow in the future delay and thought any pleasure [2]. Job conscience is one of the five personality traits. Without job conscience, many issues remain unresolved in the organization. Job conscience is the essence of organization and play vital role in the development of all of the superstructures such as the structures, functions, behaviors and performance of organization. So that any defect or deficiency in any of these factors, can be seen directly rooted in a lack of consistency in the organization's consciousness. Such effects of job conscience would be noted to compliance with the terms of quantitative and qualitative of work, deboning of the survival and development of the organization, deboning of individuals and groups working in the organization, deboning, attract customers (clients)[3].

It can be seen in the organization and training centers the job conscience of people is declining. Usually the staff has low job conscience and did not show commitment to do the job and the organization. Lack of job conscience of employees can lead to irregularities, lack of effort and hard work, lack of consciousness and, ultimately, performance is low. However, due to the problem of job conscience in individuals, identify factors that increase or decrease the normative commitment and employees' job conscience are required to appear. One of the inhibiting factors in this context is cynicism of people to their organization.

Research on organizational cynicism, on cynicism is as a centralized approach. Pessimism is an approach that is formed of hopelessness, frustration, and disillusionment. Pessimism also related to contempt, hatred, and distrust. Main belief associated with the pessimistic is that the principles of righteousness, justice, honesty are sacrificed by self-interest. The negative attitude in many organizations has infiltrated and the main reason of many organizational negative and unfavorable events and one of the most problematic issues is on workplace. Organizational cynicism is the negative attitude of employees in the organization. The basic belief of organizational cynicism is that principles of honesty, fairness and integrity is sacrificed by leadership self-interest and leads to action based on hidden motives and cheated [3].

Generally, cynicism as negative emotions such as jealousy, fear and despair causing many problems for employees and organizations [4]. Organizational cynicism is a negative attitude toward the organization: believe that the organization is lack of sincerity; negative feelings toward the organization, degrading and malicious behaviors in the organization [3]. Newson & Deadtrick [5] studied the relationship between organizational cynicism and job conscience. In empirical investigation they concluded that organizational cynicism effects on job conscience of is derived from citizenship behavior.

The research results in education centers and other organizations are important in several aspects. Focus on organizational cynicism and try to delete it leads to the elimination of problems in term of job characteristics, communication, and understanding of human resource systems. Employees' pessimism to organization leads to increases employee's participation in decision-making and activities of the organization, in result, there will be more committed to the goals of the organization. Employee commitment to the organization's goals will also lead staff show not only extra effort to achieve organizational goals on duty but also their institutional duties properly done.

The lack of employee's cynicism to organization, leads to employees do not negative verbal propaganda against the organization and do not hurt the reputation of the organization in view of customers, public. Finally the lack of cynicism to organization enforce the staff in finding suitable employment options, do not leave the organization. Encouraging the organization to organizational optimism bring up job satisfaction, lack of wanting to leave the job, high commitment and high job conscience. The emphasis on the job conscience to improve work tasks, more responsibility, and cooperation with other employees to do the job better. On the other hand, committed and loyal staff has more personal and organizational performance.

Hence, according to the need to improve job conscience and reduce organizational cynicism, and the relationship between organizational cynicisms with job conscience, this research tries to answer the following key questions:

1. How is the status of organizational cynicism factors of faculty members of Islamic Azad University of Kerman?
2. How is the status of job conscience of faculty members of Islamic Azad University of Kerman?
- (3) How is the status of relationship between the organizational cynicism factors and job conscience of faculty members of Islamic Azad University of Kerman?

Theoretical framework

In this study, organizational cynicism as the dependent variable and job conscience as the independent variable are examined. Organizational cynicism is approach that involves beliefs, feelings, attitudes and behavior. It is multidimensional concept and refers the employee's cynicism to organization dependences on their belief about the integrity of the organization, they have different feelings about the organization, and the organization has a different behavior [6]. Hassanpour *et al* [7] in their model has been designed organizational cynicism factors into three dimensions and nine components as follows:

A) Job characteristics

- Less personal power, personal power can be defined as the ability to do something that one without the influence on others to do it [8]. Research shows that people who think they have less power in their jobs; they are more likely to develop an organizational cynicism. Less access to resources and lack of access to information in decision-making led to question the integrity of its members. People with power can control access to information and people, to establish work plans, to take decisions, access to outside experts and participate in coalitions [7].
- **Change in job:** change in job refers to the organization constant efforts to change to adapt environmental demands. This view is derived from systems theory and states that organizations need to adapt to the environmental demands which are unstable and variable that often cause changes in its structure. People who are more job changes are more pessimistic. The reasons for this are as follows: First, many employees feel that they are victims of false organizational change.

Second, proponents of organizational change may make claims without the benefits of change and create expectations beyond what will happen. Third, there may be reasons for the changes are not fully open to employees (this can be intentional or unintentional) and that creates the feeling that the staff will lose their position [7].

B. communication

- Strong and limited communication: communication can be defined as: the communication of information between the transmitter and the understanding of the information submitted, between those who are involved in this process analysis shows that the relationship is a two way process that the sequence of interrelated factors that are commonly seen [9]. Contrary to what is thought strong communication restricts the dissemination of information.

The reason for this is that when a group of people with strong communication, a duplicate set of specific information is constantly communicated between them. But weak communication provides the possibility that new information is published on the group. People who limit their relationships to their group (that we have strong communication) are rare events that occur outside of their group, become aware. On the other hand, a larger group of people who are able to provide better information are relative to those with fewer communication with the outside of his work have not get it. This leads to the logical decisions they learn and work processes and this has an important role to avoid organizational cynicism [7].

- Fewer relationship between supervisor and subordinate: people who have better relationships with their supervisors, you can find more information and resources on more important tasks and responsibilities are trusted. So it is less likely that they have made the wrong decisions and organizational changes [7].

- Less trust to senior managers: trust in organizations have been defined as: the belief that the other party when the company can gain an advantage, it will act in accordance with the best interests of the company, it is an opportunist, to earn profits for their company comes at a cost. The definition of trust as a belief (faith) that can be both good and bad, on the opposite side accrues [10]. Employees cannot trust their senior supervisor, the more likely that the future of the organization, its policies and activities are under question and in terms of attitude and behavior in front of them. Lack of confidence can reduce the amount of work the employee [7].

- Low Perceived organizational support: The perceived organizational support are support that employees feel from the organization, based on the belief that the extent of partnerships appreciation and care for their welfare [11]. Perceived organizational support has a negative relationship with organizational cynicism. Logically, if an employee feels that the staff does not care organizations, the probability that there will be organizational cynicism [7].

C. Perception of Human Resource System

- Sense of procedural injustice in promotion
- Sense of procedural injustice in compensation
- Sense of procedural injustice in the performance evaluation

In fact, employees of procedural justice organization evaluated system personnel and the assessment impact on their attitudes. Employees who feel injustice after the procedure, the probability is very high in organizational cynicism. The sense occurs in human resource management in the areas of performance evaluation, promotion and compensation [7]. Job conscience is a kind of self-control mechanism in affairs by which individuals without directly or indirectly supervision from the outside, doing his work qualitatively and quantitatively [12]. Job conscience using the five factor model of personality Mac Rental and Costa [13], has two components:

1. Responsibility : the concept of trying to do things better and more complete and avoid any laxity and negligence and rational use of resources and the continuous care to perform duties [16].
2. success-oriented: the desire of the individual to achieve their goal and do something better than before [13].

Newson and Deadtrick [5] in their study concluded that organizational cynicism effects on job conscience which is derived from the organizational citizenship behavior.

METHODS

This survey is an applied research and research methodology was descriptive. In this research, data collection and gathering of data was according to field research methods (questionnaires). Calendar of short-term training in the area 7 of 2012 in the Kerman province, currently has 11 academic units in the cities of Anar, Baft, Bardsir, Bam, Jiroft, Rafsanjan, Zarand, Sirjan, Shahr Babak, Kerman, Kahnuj an science and research is active and the total number of full-time faculty members is 736. To determine the sample size using formula Cochran, 250 were selected. Using stratified random sampling

proportional stratified sample size was calculated for each academic unit. Data collection tools were two questionnaires:

organizational cynicism questionnaire, researcher made organizational cynicism questionnaire as Hassanpour *et al* [7], three-dimensional characteristics of the job (with less personal power components and changes in employment), communication (with strong communication and limited components, fewer relationships between managers and colleagues, Less confidence in senior management, and low perceived organizational support), and perception of human resources system (a component of procedural injustice in the promotion, procedural injustice in compensation, and injustice practices in the evaluation of performance). Job conscience questionnaire: Job conscience questionnaire according to Alirezaei *et al* model [12] has two component reliability and seeking success and included 15 questions. Both questionnaires options are quietly agree, agree, somewhat agree, disagree, somewhat disagree.

Using content validity, the validity of organizational cynicism questionnaire was 0.89 and the validity of job conscience questionnaire 0.88. Cronbach's alpha was used to test the reliability, and the reliability of organizational cynicism questionnaire was 0.96 and the reliability of job conscience questionnaire 0.89. For data analysis software SPSS version 19 was used and the significance level was set at 0.05.

RESULTS

Qualitative describe of the variables showed that 250 evaluated sample in 8 sample (3.2%) in the case of organizational cynicism was quietly disagree, 72 (28.8 percent) disagree, 47 (18.8%) and somewhat agree, 104 (41.6 percent) agree and 19 (6.7 percent) agree on the organizational cynicism was quietly agree. Also, of the 250 evaluated sample, 2 (0.8 percent) about job conscience was quietly disagree, 34 (13.6 percent) disagree 80 (3.0 percent) somewhat agree 115 (46.0 percent) agree and 19 (7.6 percent) quietly agree on job conscience.

Before examining the research hypotheses, research variables normality using the Kolmogorov- Smirnov one sample was tested and normality of variables was not established. To investigate the relationship between the organizational cynicism and job conscience Spearman correlation coefficient and Kendall's tau-b was used (qualitative abnormal variable). The results of this test are shown in Table 1.

Table 1. Spearman correlation coefficient and Kendall's tau-b - between organizational cynicism and job conscience

Pearson correlation	correlation coefficient	Significant	Number	Relationship	Type of Relationship
Spearman	-0.540	**0.001<	250	Yes	Reverse
Kendall's tau-b	-0.407	**0.001<	250	Yes	Reverse

At significance level 0.05, ** At significance level 0.01

Based on the results of the correlation test, Spearman correlation coefficient equal to -0.540 and the Kendall's tau-b correlation coefficient -0.407 indicates that there is a significant relationship between the organizational cynicism and job conscience ($p < 0.05$). Because the correlation coefficient calculated is negative, indicating an inverse relationship between these two variables i.e. with increasing organizational cynicism, job conscience is reduced.

The findings of the sub-hypotheses are as follows:

Based on the results of the correlation test, Spearman correlation coefficient equal to 0.425 and the Kendall's tau-b correlation coefficient 0.313 indicates that there is a significant relationship between the organizational cynicism and job conscience ($p < 0.05$). Because the correlation coefficient calculated is negative, indicating an inverse relationship between these two variables i.e. with increasing organizational cynicism, job conscience is reduced.

Based on the results of the correlation test, Spearman correlation coefficient equal to -0.425 and the Kendall's tau-b correlation coefficient -0.313 indicates that there is a significant relationship between the organizational cynicism and job conscience ($p < 0.05$). Because the correlation coefficient calculated is negative, indicating an inverse relationship between these two variables i.e. with increasing organizational cynicism, job conscience is reduced.

Based on the results of the correlation test, Spearman correlation coefficient equal to -0.529 and the Kendall's tau-b correlation coefficient -0.402 indicates that there is a significant relationship between the organizational cynicism and job conscience ($p < 0.05$). Because the correlation coefficient calculated is negative, indicating an inverse relationship between these two variables i.e. with increasing organizational cynicism, job conscience is reduced (Table 2 and 3).

Table 2. Spearman correlation coefficient and Kendall's tau-b - between organizational cynicism and seeking success

Pearson correlation	correlation coefficient	Significant	Number	Relationship	Type of Relationship
Spearman	-0.425	**0.001<	250	Yes	Reverse
Kendall's tau-b	-0.313	**0.001<	250	Yes	Reverse

At significance level 0.05, ** At significance level 0.01

Table 3. Spearman correlation coefficient and Kendall's tau-b - between organizational cynicism and responsibility

Pearson correlation	correlation coefficient	Significant	Number	Relationship	Type of Relationship
Spearman	-0.529	**0.001<	250	Yes	Reverse
Kendall's tau-b	-0.402	**0.001<	250	Yes	Reverse

At significance level 0.05, ** At significance level 0.01

DISCUSSION

Cynicism is usually a personality trait reflects negative perceptions about one's behavior and this perception can be a precursor to a lot of abuse in the workplace. Organizational cynicism factors that are common in many government and educational agencies can lead to a lack of attention to some desired behaviors such as job conscience and normative commitment.

Job conscience is an internal commitment to comply with requirements in connection with work has been agreed. In other words, the purpose of job conscience, heart satisfaction, commitment and adherence to the task in which a man is supposed to do [1].

Results showed that there is an inverse relationship between organizational cynicism and job conscience of faculty members of Islamic Azad University of Kerman province. Employee's cynicism to their organization depends on the degree of cynicism about the sincerity of their faith, they have different feelings about the organization, and the organization has a different behavior [6]. Given that this is a negative attitude can have undesirable consequences and organizational behaviors such as job conscience is reduced.

This finding is consistent with the findings of the Newson and Deadtrick [5]. They concluded that organizational cynicism has a negative effect on job conscience that derived from organizational citizenship behavior. The expected reduction of organizational cynicism among faculty members, the job conscience improved through seeking success and the development of reliability.

Results showed that there is an inverse relationship between organizational cynicism and job conscience of faculty members of Islamic Azad University of Kerman province. Responsibility means trying to do further things better and avoid any tolerance and hypothyroidism and rational use of resources and the care is continuing to perform duties [16]. It would be important that job characteristics, interactions and perception of human resources system is designed to work properly.

This finding is consistent with the findings of Gamze & Mualla [17] and Eren [15]. Gamze & Mualla [17] noted in their paper when experiencing academic organizations cynicism among its staff reduced and increasing their responsibility. Eren [15] also received an experimental study and concluded there is a relationship between emotion such as optimism about the training of teachers and their responsibility to the students. Therefore expected to reduce organizational cynicism among faculty members, raise their responsibility.

Results showed that there is an inverse relationship between organizational cynicism and job conscience of faculty members of Islamic Azad University of Kerman province. The seeking success means the willing of person to achieve its goal of doing better than before [14]. Seeking success would be achieved when in the workplace, such as job characteristics, communication and perception of human resources system is designed correctly.

According to the results of research and attention to organizational cynicism of faculty, it is require the organization to provide measures to reduce this problem as an obstacle to the development of normative commitment and job conscience. It is also recommended that organizations promoting normative commitment and job conscience as a crucial factor in the development of universities causes individual and organizational success.

REFERENCES

1. Panahi, M. Abraham Poor, (2008). Study of consciousness and its effective factors. *Insight Magazine*, No. 39, 140-108.
2. Zhao, J., and Chen, L., (2008). Individualism, collectivism, selected personality traits, and psychological contract in employment, *Journal: Management Research News*, Vol. 31, No. 4, 289-304.
3. Haghighi Kafash, M., Oppressed, n. And Mirza Mohammadi, F., (2011). Background and consequences of organizational cynicism, improvement and change management Quarterly, Vol. 21, No. 64, pp. 139-117
4. Özler Ergun Derya, Atalay Giderler Ceren, Şahin Dil Meltem, (2010). "Örgütlerde Sinizm Güvensizlikle Mi Bulaşır?", *Organizasyon ve Yönetim Bilimleri Dergisi*, 2(2), 47-57.
5. Newson Jr., Deadtrick R., 2002, Organizational cynicism: The impact on citizenship behavior and organizational change. *Dissertation Abstracts International: Section B: The Sciences and Engineering*, Vol 63(5-B), Nov 2002, 2635.
6. Dan, S, Chiaburu, A, George, C. Banks, L. C., (2013), Antecedents and Consequences of Employee Organizational Cynicism: A Meta-Analysis, *Journal of Vocational Behavior*, Vol. 13, No. 6, p28.
7. Hassanpour, a., Nouri, and. And Kiai, M., 2009, organizational cynicism: its causes and consequences, *management culture*, Year 7, Issue 19, pp. 140-119
8. Palmer, G.L., 2013, Dissecting the Killing of Trayvon Martin: The Power Factor, *Journal for Social Action in Counseling and Psychology* Volume 5, Number 1, P. 127
9. Kiniki, ASP, Krytnr, R., (2005). *Management of Organizational Behavior (concepts, skills, and applications)*, translated by Ali Akbr farhangi, Safarzadeh, Payam Pouya, Tehran, page 426.
10. Lagzian, M. Mortazavi, S., Kazemi, H., 2008 , a conceptual model of organizational relationships based on trust and transparency and adequate control mechanisms, *Message Management Journal*, vol. 28, p. 188
11. Taleghani, -Divandari, AS, Shirmohammadi, M., 2009 , the impact of perceived support from organizations on employee engagement and organizational performance, a study of bank Mellat branches in Tehran, Iran, *Management Science Quarterly*, Issue 16 , Winter 2009 , pp. 25-1.
12. Alizadeh, A., 1996, Factors affecting arouse consciousness of managers and staff of government departments and agencies, *Kohgiluyeh and Boyer Ahmad*, MS Thesis, Isfahan University, Faculty of Education and Psychology.
13. Alirezaei, n., Mesah, e. Akrami, n., In 2013 , a work ethic relationship with job performance, *Journal of Ethics in Science and Technology*, Vol. VIII, No. 2
14. Beik Zadeh, c Soltan Dadashi, M., 2011 , the scope of social intelligence, *Journal of Management Development*, No. 90: 16-10
15. Eren, A. 2014, Uncovering the links between prospective teachers' personal responsibility, academic optimism, hope, and emotions about teaching: a mediation analysis, *Social Psychology of Education*, 17 (1): 73-104
16. Mami Zadeh c., 1996, organizational development, knowledge development and modernization, Tehran, print version.
17. Gamze, K. & Mualla, B.A., 2014, The Relationship between Perceived Organizational Support and Organizational Cynicism of Research Assistants, *Educational Sciences: Theory & Practice*, 14(1): 125-133.