

The Role of Perceptions About Co-Workers on Organizational Cynicism And Citizenship Behavior

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Extensive Summary

Introduction

This study investigates the relationships between employees's perceptions about their coworkers, self attitudes and behaviors about organizations within the framework of a model. According to the model, we investigated the mediation role of employees's self psychological capital to reveal how coworkers's perceived cynicism and perceived psychological capital effect employees's self organizational cynicism and citizenship behaviors. In this way, as noted in important critiques of the line of research (e.g. Fineman, 2006; Hackman, 2009), we didn't make do with examining linear relationships between dependent and independent variables, but we examined how does coworkers's perceived positivity and negativity effect employees's self positivity and negativity directed to their organizations. Thus, the purpose of this study is to add to a growing line of research on organizational attitudes and behaviors by considering the mediating role of self psychological capital on the relationship between coworkers's perceived cynicism, psychological capital and employees's cynic attitudes and citizenship behaviors towards their organizations.

The theoretical foundation for this research model can be drawn from Bandura's (1977, 1986, 2001, 2006, 2008) Social Learning Theory, his recent work on an agentic perspective (in Social Cognitive Theory) of human behavior and positive psychology, and Blau's (1964) Social Exchange Theory. According to agentic perspective, people are contributors to their life circumstances, not just products of them. So from the agentic perspective it can be expressed that an employee is both the product and the creator of his work conditions. Being learnable and developable (Akçay, 2011, Nelson ve Cooper, 2007; Luthans vd., 2006; Wright ve Cropanzano, 2004, Luthans, 2002), psychological capital can be learned from others by observational learning. This is a kind of interaction. As a result of this interaction, people who influenced by their coworkers's psychological capital can reflect this effect to their cynic attitudes and citizenship behaviors towards their organizations. Thus employees can enrich or get poor at their psychological capital by social learning on one hand, they can contribute to

their attitudes and behaviors towards organization on the other hand. Similar interaction is valid in the situation when employees who influenced by their coworkers's cynicism reflect this effect to their cynic attitudes and citizenship behaviors towards their organizations. Such an interaction is further supported by Social Exchange Theory (Blau, 1964), which suggest that people define themselves in terms of whom they interact with and the way of the interaction. Thus, employees being in positive social exchange relationship may tend to perform better and beyond their formal duties to help others in compliance with their sense of reciprocation, loyalty and obligation towards their organisations. In the light of the foregoing, we therefore propose the following hypothesis:

Hypothesis 1: Employees's psychological capital positively relates to coworkers's psychological capital

Hypothesis 2: Employees's psychological capital negatively relates to coworkers's cynicism

Hypothesis 3: Employees's psychological capital negatively relates to their organizational cynicism

Hypothesis 4: Employees's psychological capital positively relates to their organizational citizenship behavior

Hypothesis 5a: Employees's organizational cynicism negatively relates to coworkers's psychological capital

Hypothesis 5b: Employees's psychological capital mediates the negative relationship between their organizational cynicism and coworkers's psychological capital

Hypothesis 6a: Employees's organizational citizenship behavior positively relates to coworkers's psychological capital

Hypothesis 6b: Employees's psychological capital mediates the positive relationship between their organizational citizenship behavior and coworkers's psychological capital

Hypothesis 7a: Employees's organizational cynicism positively relates to coworkers's cynicism

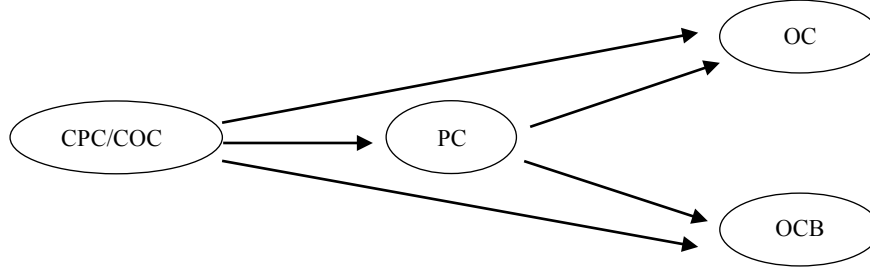
Hypothesis 7b: Employees's psychological capital mediates the positive relationship between their organizational cynicism and coworkers's cynicism

Hypothesis 8a: Employees's organizational citizenship behavior negatively relates to coworkers's cynicism

Hypothesis 8b: Employees's psychological capital mediates the negative relationship between their organizational citizenship behavior and coworkers's cynicism

Methodology

In the light of the foregoing, research model developed in Figure 1 summarizing the relationships tested in this study:



CPC: Coworkers's psychological capital; COC: Coworkers's organizational cynicism; PC: Employees's self psychological capital; OC: Employees's self organizational cynicism; OCB: Employees's self organizational citizenship behaviors

Figure 1: Model

The sample of this study was comprised of 202 employees from a broad cross section of organizations and sectors consisting of education, finance, health, communication and transportation sectors in Ankara and İstanbul. To enhance external validity of the results, the sample was drawn from multiple industries and organizations. Participants's age average was 37.33 (sd.10.2) and average of tenure with the organization was 9.18 (sd.8.91) years, 46% were female, 54% were male, 97% were postgraduate, 62% were working in public sector.

Measures

The questionnaire form constructed within the scope of the research. There are 5 different scales were used in this study except from the scale consisting questions about demographic characteristics of the participants. *Coworkers's Psychological Capital Scale* was adapted from Psychological Capital Scale developed by Luthans et.al. (2007a; 2007b) and shortened by Avey et.al. (2008), consists of 12 items. *Employees's Self Psychological Capital Scale* developed by Luthans et.al. (2007a; 2007b) and shortened by Avey et.al. (2008), consists of 12 items. Adaptation of the scale to Turkish was made by Akçay (2011; 2014) with 2 different samples and reliability was determined. *Coworkers's Organizational Cynicism Scale* consisting 14 items was adapted from Organizational Cynicism Scale developed by Brandes (1997). *Employees's Self Organizational Cynicism Scale* developed by Brandes (1997) and *Employees's Self Organizational Citizenship Behavior Scale* taken from Vey and Campbell's (2004) and Williams and Shiaw's (1999) studies consists of 19 items. Adaptation of the scale to Turkish was made by Basım and Şeşen (2006).

Table 1: Intercorrelations among variables, descriptive statistics and reliabilities of the scales

Variables	<i>a</i>	Mean.	Sd	1	2	3	4	5
1. CPC [#]	0.87	3.25	.73	1				
2. PC [#]	0.83	3.82	.58	.27**	1			
3. COC [#]	0.87	3.27	.68	-.22**	.11	1		
4. OC [#]	0.83	2.93	.81	-.24**	-.23**	.42**	1	
5. OCB [#]	0.88	3.91	.51	.29**	.63**	0.05	-.19**	1

n=202, *p < .05, **p < .01

[#] CPC: Coworkers's psychological capital PC: Employees' self psychological capital; COC: Coworkers's organizational cynicism; OC: Employees' self organizational cynicism; OCB: Employees' self organizational citizenship behaviors

The internal reliability (Cronbach's alpha) for the scales and intercorrelations among variables are shown in Table 1. Values of second order confirmatory factor analysis are shown in Table 2.

Table 2: Confirmatory factor analysis

Scales	X ²	df	p	X ² /df	GFI	CFI	RMSEA
CPC	42.106	21	0.004	2.005	0.95	0.98	0.071
PC	117.619	50	0.000	2.352	0.92	0.94	0.079
COC	53.646	32	0.010	1.676	0.95	0.98	0.058
OC	41.128	17	0.001	2.419	0.95	0.97	0.081
OCB	220.406	114	0.000	1.933	0.88	0.92	0.068
BFI*				≤3	≥0.90	≥0.97	≤0.05
AFI*				≤4-5	0.89-0.85	≥0.95	0.06-0.08

* BFI: Best fit indices; AFI: Acceptable fit indices

Results

In testing our hypotheses, we relied on the most recent work by Kenny et.al. (1998) and we controlled the demographic factors in all analysis. Hierarchical regression analyses revealed that coworkers's psychological capital (CPC) was positively related to employees's self psychological capital (PC) ($\beta=.28$, $p<.01$); negatively related to employees's self organizational cynicism (OC) ($\beta= -.23$, $p<.01$), and positively related to employees's self organizational citizenship behaviors (OCB) ($\beta=.29$, $p<.01$). And also it was found that PC was negatively related to OC ($\beta= -.20$, $p<.01$) and positively related to OCB ($\beta=.65$, $p<.01$). The relationships of CPC – OC and CPC – OCB mediated by PC ($\Delta R^2=.02$, $p<.05$; $\beta_{CPC1}= -.23$, $p<.01$; $\beta_{CPC2}= -.19$, $p<.01$). According to these results H_1 , H_3 , H_4 , H_{5a} , H_{5b} , H_{6a} , H_{6b} were supported.

We also found that coworkers's organizational cynicism (COC) was not related to PC ($r=.11$, $p>.05$) and OCB ($r=.05$, $p>.05$), but was positively related to OC ($r=.42$, $p<.01$). According to these results H_{7a} was supported but H_2 , H_{7b} , H_{8a} , H_{8b} weren't supported.

Conclusion and Discussion

According to the analyses, the hypothesis which have coworkers's psychological capital as the independent variable were all supported. These findings are consistent with Social Learning Theory (Bandura, 1977, 1986), and an agentic perspective in Social Cognitive Theory (Bandura, 2001; 2006; 2008). Then psychological capital can be effected by coworkers's one, and has a mediator role when an employee reflects the effect of coworkers's psychological capital to his/her attitudes and citizenship behaviors towards organizations. And also this reflection can be explained with employee's sense of reciprocation, loyalty and obligation towards his organization according to Social Exchange Theory (Blau, 1964).

Also the implications about psychological capital's negative effect on organizational cynicism and positive effect on organizational citizenship behaviors are in consistent with the literature (Avey vd.,2011; Avey vd., 2010; Nafei, 2015; Sharma ve Sharma, 2015; Norman vd., 2010).

We couldn't find a significant relationship between coworkers's organizational cynicism and employees's psychological capital. Beside this, coworkers's organizational cynicism positively and strongly related to employees's organizational cynicism ($r=.42$, $p<.01$). This implication supports the studies made in the past (Akçay, 2017a; Akçay, 2017b). Finally, the implications of this reserach need to be supported by new ones.