

## Investigation of the Effect of Organizational Cynicism on Organizational Citizenship Behavior via Structural Equation Model

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### Extensive Summary

#### Introduction

Cynicism is an issue that has been overstated in recent years in the field of organizational behavior. Organizational cynicism refers to a negative attitude involving the cognitive, affective, and behavioral dimensions that the individual has developed against his organization (Dean et al., 1998: 345). It is believed that the relations within the organization at the cognitive dimension depends on interests of individuals. For this reason, it is seen that human behaviors in organizations are considered to be unstable and insecure (Brandes, 1997: 31). The affective dimension emphasizes strong negative emotional reactions of cynical employees such as anger, shame, distress and disrespect to their organization (Abraham, 2000, 269). Dean et al. (1998: 346) defines behavioral dimension that it is a kind of cynical behaviour which involves contemptuous strong criticism, mockery and pessimistic predictions.

Bateman and Organ (1983) are the first modern scientists to use the concept of organizational citizenship behavior (OCB) in social sciences. OCB is voluntary effort and extra role behavior beyond the standards and job descriptions that are set for the individual in the workplace environment (Organ, 1988:5). It is seen that there are different classifications for OCB in the literature (Smith et al., 1983; Graham, 1991; Podsakoff et al., 2000). This study focuses on the dimensions mentioned by Organ (1998), which is the most discussed and accepted in the literature. First dimension; altruism is concerned with attitudes and behaviours toward helping other employees in the organization. Conscientiousness refers to discretionary behaviours that go beyond the basic role behaviors. In civic virtue, employees feel themselves responsible for events that affect the organization. Employees take necessary steps to reduce the impact of future problems in courtesy sub-dimension. Sportsmanship, the last dimension is about toleration and accepting of changes and to perform requests without complaints.

In today's competitive world, human capital is one of the most important source for organizations. When this source is supported with OCB it can be much useful for organizations and for their sustainable competitive advantage. In literature, organizational commitment, organizational justice and leader member interaction, which positively affect OCB is researched. However, it can be underlined that the affects of negative behaviours such as mobbing and cynicism on OCB are neglected. Organizational cynicism causes a decrease in OCB, job satisfaction, organizational commitment and employee motivation (Özler et al., 2010: 49). At this point the relationship between organizational cynicism and OCB arouse curiosity. From this perspective in this research the affects of organizational cynicism on OCB is investigated.

### Data and Method

The population of study is research assistants working in public and foundation universities in Turkey. A questionnaire is applied to research assistants. Within this scope, 291 research assistants who have completely answered the questions form study sample. Responses to the questionnaires are obtained via e-mail and social media.

Within the scope of research, “*organizational citizenship behaviour (OCB-scale)*” and “*organizational cynicism (OC-scale)*” scales are used to determine the levels of OCB and organizational cynicism of research assistants. OCB scale which is revised by Basım & Şeşen (2006) and developed by Vey & Campbell (2004) and Williams & Shiaw (1999), and OC scale developed by Brandes (1997) are the scales that used in study. Basım & Şeşen (2006) has been translated OCB scale to Turkish language and it consists of 19 item. However, OC scale has been translated into Turkish with the view and criticisms of experts and academics in the field and it has 14 items. The responses in scales were arranged as follows: 1 – I never, 2 – I rarely, 3 – I sometimes, 4 – I very often and 5 – I always.

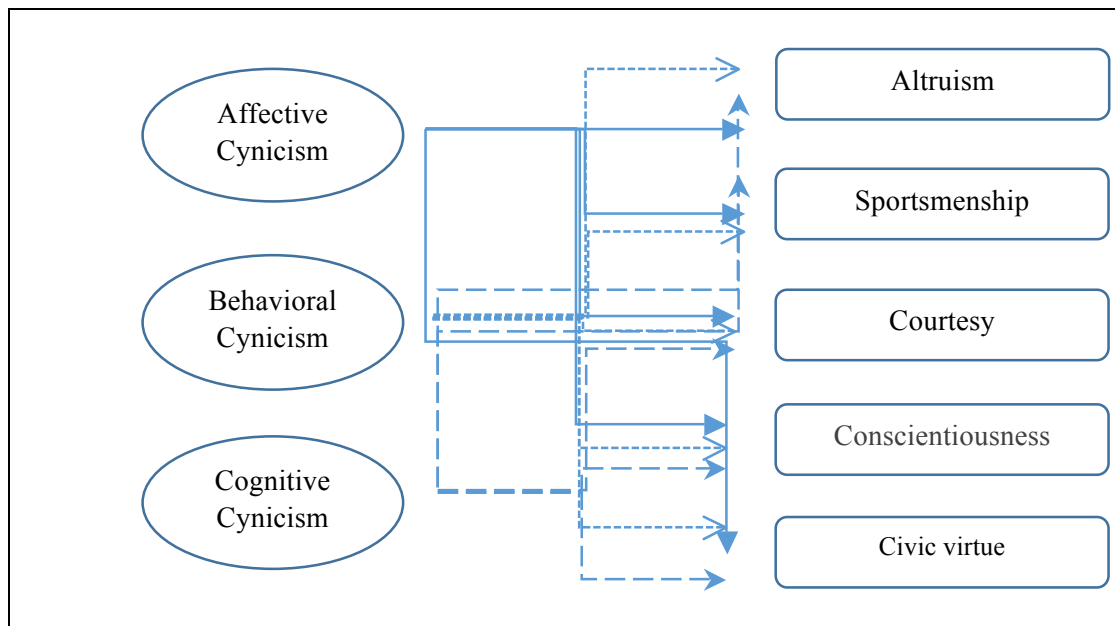


Figure 1. Research Model

Research model is shown in Figure 1. Based on the research model, the following research hypotheses have been developed.

**H<sub>1</sub>:** The affective dimension of organizational cynicism negatively affects the sub-dimensions (**H<sub>1a</sub>:** altruism, **H<sub>1b</sub>:** sportsmanship, **H<sub>1c</sub>:** courtesy, **H<sub>1d</sub>:** conscientiousness, **H<sub>1e</sub>:** civic virtue) of organizational citizenship behavior.

**H<sub>2</sub>:** The behavioral dimension of organizational cynicism negatively affects the sub-dimensions (**H<sub>2a</sub>:** altruism, **H<sub>2b</sub>:** sportsmanship, **H<sub>2c</sub>:** courtesy, **H<sub>2d</sub>:** conscientiousness, **H<sub>2e</sub>:** civic virtue) of organizational citizenship behavior.

**H<sub>3</sub>:** The cognitive dimension of organizational cynicism negatively affects the sub-dimensions (**H<sub>3a</sub>:** altruism, **H<sub>3b</sub>:** sportsmanship, **H<sub>3c</sub>:** courtesy, **H<sub>3d</sub>:** conscientiousness, **H<sub>3e</sub>:** civic virtue) of organizational citizenship behavior.

### **Findings and Discussions**

Research results show that average organizational citizenship behavior degree is (3,75) and lowest sub-dimension, conscientiousness is (3,14) for research assistants. Especially for conscientiousness dimension, this outcome is meaningful. This is because an organization such as university and its future faculty members, whose main object is to educate seems that is not much good at organization-oriented cooperation activities. The result is important in that it shows that the education profession, which should be based on social responsibility and spiritual values, is progressing more towards individual success in academics. Nevertheless, average cynicism perception degree is found (3,46) and highest sub-dimension behavioral cynicism is (3,66). The high degree of behavioral dimension can be explained by the high tendency of research assistants to share negative situations with others in order to feel not alone. Furthermore, the fact that organizational cynicism has a lower average than organizational citizenship behavior can be expressed as a good result in terms of the academic profession.

In addition, according to research results H<sub>1a</sub>, H<sub>1e</sub> and H<sub>2a</sub>, H<sub>2b</sub>, H<sub>2e</sub> hypothesis are verified. The obtained data were analyzed by regression analysis through structural equation modeling. It has been found that the behavioral dimension of organizational cynicism significantly and negatively influences altruism, sportsmanship and civic virtue dimensions of organizational citizenship behavior. However, affective cynicism has a significant and negative effect on the altruism and civic virtue dimensions of organizational citizenship behavior. The cognitive dimension, on the other hand, does not significantly affect organizational citizenship behavior.