

Organizational Cynicism, Work Related Quality of Life and Organizational Commitment in Employees

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Abstract

The research intended to explore relationship between organizational cynicism, work related quality of life and organization commitment in employees. The literature on organizational cynicism and organizational commitment revealed that cynicism has intense effects on organizational commitment. Moreover the effect of work related quality of life as a mediating variable was also inspected. The data was collected through questionnaires and sample comprised of 150 male employees between the age range of 28- 50 years (M age=32.11, SD = 5.36) working at managerial position of different companies of Lahore with a minimum experience of 3 years. The results of the study concluded that three of the dimensions of organizational cynicism had significant negative relationship with five of the dimensions of work related quality of life and two of the dimensions of organizational commitment. Moreover two of the dimensions of work related quality of life had significant negative relationship with two of the dimensions of organizational commitment. Structural Equation Modeling through AMOS revealed that working conditions mediated the relationship between affective cynicism and affective commitment. The main limitation of the study is the sample used, that it includes only males and from the private companies of Lahore. Implications for present study in organizations will be to lessen the negative attitudes in employees so they can work effectively and increase their productivity in respective companies and the work efficiency, quality of work life and commitment should be improved. This study aims to add to the knowledge in this area by exploring how cynicism affects quality of working life and organizational commitment that is almost under-research in Pakistan.

1. Introduction

In the modern age of corporate world, competition has sky rocketed in every walk of life. This cut-throat competition in the work place, gives rise to jealousy and other negative attitudes like cynicism which can be described as a destructive approach about one's engaging company: a trust that the company not have truthfulness; negative influence for one's working company; leanings to judgmental and crucial behaviors in the direction of the company which are reliable with these principles and have an effect on (Brandes *et al.*, 1998). Cynical personnel have the strong trust that their co-workers are insensitive and

egoistic (Barefoot *et al.*, 1989). There are some influences that have a great impact on cynicism i.e. deviation with organizational prospects, dealing with anxiety, not having a right to say anything in the decisions, unequal distribution of power, poor communication and not have much social support and appreciation (Austin, Reichers, & Wanous, 1997).

Cynicism is a pessimistic approach which includes three dimensions shaped by an individual to his or her company. The cognitive dimension is considered as the faith in the company devoid of genuineness and veracity (Brandes *et al.*, 1998; Meyer *et al.*, 2005). The affective dimension is termed as the emotional reactions to the company (Izard, 1977). The behavioral dimension refers to the negative attitudes and mainly humiliating tendencies (Breckler, 1984). Organizational cynicism is based on several theories of attribution, social exchange, expectancy and motivation (Homans, 1958; Weiner, 1995; Wigfield, 1994).

Quality of individual efforts is the furthestmost benefit to any company. The quality of work life can be maintained perfectly by sustaining the quality of such human contributions. In organizations, such quality of work life plays a vital role. Wellbeing of not only organizations but also the workforce can be raised due to better work life quality. This is an effort to take advantage of the human assets of the organization (Bharathi *et al.*, 2010). Hierarchy of needs theory (Maslow, 1963) elucidated it as that in the work place the basic needs convert into a healthy working environment i.e. suitable working conditions, salary, job- role, tassel benefits accompanied with a violence free environment. In contrast this can be affected by a variety of factors such as stress at work, family life, transport, reimbursement policy and profit, environmental conditions, working circumstances and occupational growth which have momentous influence on quality of working life (Islam, 2012). Literature suggested that quality of work life of companies had great chance of more profit margins, sales growth and higher benefits than other non-quality of work life companies. Lau (2000); Marks *et al.* (1986); Rose *et al.* (2006) added that company competitiveness can be improved by quality of work life which contributes to an organization's ability to employ and keep people with excellence. As a consequence, better quality of work life leads to commitment towards the company which is expounded as employees' affiliation to the organization and it is a sense of dedication and attachment, enthusiasm to go beyond, and an aim to keep on working with the company for an extensive period of time (Allen, & Meyer, 1997).

Early studies analyzed commitment as one dimensional (Cohen, 2003). Three dimensions of organizational commitment were indicated by Meyer and Allen (1991). According to Meyer and Allen (1997) affective commitment is the worker's sentimental association, involvement in, and identification with the company. Moreover, continuance commitment described as awareness and understanding of the cost linked with departing from the company. Normative commitment is termed as a sense of duty to go on with service (Allen, & Meyer, 1991). In employees commitment was fulfilled through three different stages, which are named as compliance, identification and internalization (O'Reilly, 1989). Furthermore this can be get affected by a number of factors such as age, work skill, no of years working in a current company and gender, working environment and so on.

To sum up, it can be seen that cynicism is the main root of negative attitude and is of deem importance in shaping whatever employees perceive in whatever way. It influences how employees carry out their day-to-day work activities. Furthermore, quality of working life of employee's gets affected on several dimensions due to the prevalence of such negative

emotions and disturbed their work performance. Hence, it decreased the employee's motivation level to stay committed, devoted and being sincere with the company. It enlightens that various factors persist in organizations, and its influence on employees' goals, quality of working life as well as on commitment.

1.1 Importance of the Study

This research can help out the examiner to understand the relationship among organizational cynicism, work related quality of life and organizational commitment. In addition, it will assist the researcher to observe the mediating effect of work related quality of life between organizational cynicism and organizational commitment. Research may also incorporate definite strategies and plans that would make easy employees in building healthy relationship and avoid negative attitudes that affect productivity, employee satisfaction and over all working environment of the organization.

2. Literature Review

2.1 Organizational Cynicism

Organizational cynicism can be termed as a pessimistic approach toward one's working association, a faith that the company devoid of honesty, negative affect toward one's working company, leaning to disapproving serious behaviors toward the company that are reliable with these attitude and affect (Dean *et al.*, 1999). Literature has revealed that employees, who have low enthusiasm to put forth additional efforts for change, assume less individual success and think useless intrinsic and extrinsic rewards as more cynical toward organizational change and have low quality of working life (Austin *et al.*, 1994; Mirvis & Kanter, 1986). People who are elevated in negative affectivity are found to be more disgruntled and experience more distress (Clark, & Watson, 1984). Due to collectivist culture in Pakistan cynical employees do not show commitment toward unions which in turns leads to strain at work (Bashir & Nasir, 2013). Barton and Ambrosini (2013) examined the moderating effect of organizational change cynicism on middle managers' strategy commitment and suggest that OCC reduces strategy commitment such that this may ultimately lead to poor strategic performance. This strain at work ultimately deteriorates the quality of working life which is described as the element of quality of life that is persuaded by word, the broader framework in which a worker would assess the effect of work on their lives. An extensive variety of aspects among working and non-working life areas encompassed quality of working life (Easton *et al.*, 2009).

2.2 Work Related Quality of Life

Quality of working life is that component of on the whole quality of life that is inclined by world, the broadest context in which a worker would assess the effect of work on their life. It encompasses a broad range of quality of working life factors among work and non-work life domains (Edwards *et al.*, 2009). Literature suggested that quality of work life of companies had great chance of more profit margins, sales growth and higher benefits than other non-quality of work life companies. Lau, 2000; Marks *et al.*, 1986; Rose *et al.*, 2006 added that company competitiveness can be improved by quality of work life which contributes to a company's capability to employ and keep people with excellence. Opollo *et al.*, (2014) conducted a study on healthcare workers in Uganda and concluded that there was a significant relationship between qualities of work life, gender and hours worked. As a consequence, improved work related quality of life leads to commitment towards the company which is expounded as employees' affiliation to the organization and it is a sense

of dedication and attachment, enthusiasm to go beyond, and an aim to keep on working with the company for an extensive period of time (Allen & Meyer, 1997).

2.3 Organizational Commitment

Organizational commitment focuses on employees' commitment to the organization and it is an emotion of commitment, readiness to go the extra mile, and intent to continue with the company over long duration of time (Meyer *et al.*, 1993). Past researches on commitment revealed that (Alvi & Ahmad, 2006; Bishay, 1996; Ismail & Fatima, 2011; and Bashir and Ramay, 2008) employees would show greater commitment if they were satisfied and contented with their work. On the other hand, those workers will leave the organization that are dissatisfied and show negative attitudes.

Recent studies suggest that organizational cynicism and organizational commitment were significantly correlated with each other (Nafei, 2013). In organizations where employees have negative attitudes were occupied in lesser actions above and beyond their work duties, have poor quality of life, less dedicated to the organization and were more prone to resign the job (Barnes, 2010). A survey investigated the relationship among workers between organizational commitment and work related quality of life and result findings suggests that when organizational commitment is low work related quality of life is reduced too.

On the bases of empirical evidence the current study was intended to investigate the relationship among organizational cynicism, work related quality of life and organizational commitment in employees. It was hypothesized that there is likely to be a relationship between organizational cynicisms and work related quality of life. Another assumption was that there was likely to be a relationship between cynicism and commitment. Moreover relationship was also hypothesized between work-related quality of life and organizational commitment. Furthermore work- related quality of life is likely to mediate the relationship between organizational commitment and organizational cynicism. This research aims to add to the information in this area by exploring how cynicism affects quality of working life and organizational commitment.

3. Research Methodology and Data Analysis

In this part the population, sample, hypothesis of the study, data compilation techniques and data investigation methods will be discussed.

3.1 Theoretical Framework

The diagram below displays that there is one independent variable i.e. organizational cynicism; one dependent variable i.e. organizational commitment and one mediating variable i.e. work related quality of life for the study. The hypothetical model below explains the sound relationship amongst the three types of observed variables.

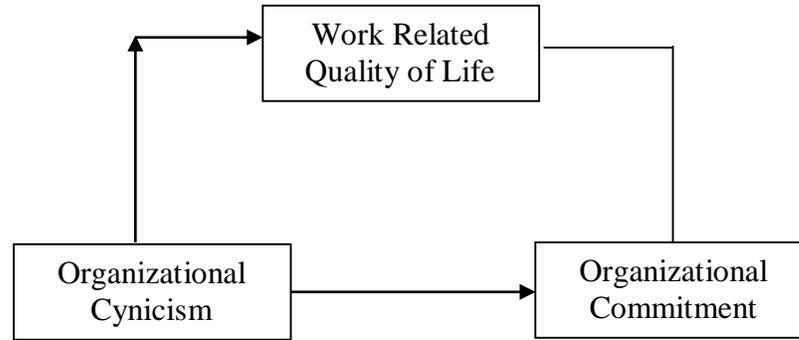


Figure 1: Organizational Cynicism on Organizational Commitment through Work Related Quality of Life.

3.2 Hypotheses of the Study

- There is likely to be a relationship between organizational cynicisms and work related quality of life.
- There is likely to be a relationship between organizational cynicism and organizational commitment.
- There is likely to be a relationship between work-related quality of life and organizational commitment.
- Organizational Cynicism is likely to predict work related quality of life.
- Work related quality of life is likely to predict organizational commitment.
- Work-related quality of life is likely to mediate the relationship between organizational cynicism and organizational commitment.

3.3 Measures & Reliability Analysis

Demographic information questionnaire comprised of nine statement evaluating demographic variables together with information about age, gender, education, number of years working in current company, work experience, salary, marital status, number of children (if married) and family system. The organizational cynicism scale (OCS) Brandes *et al.* (1999), a 13 item questionnaire included three subscales ranging from 1= never to 5= always in which participants marked their responses. Cynicism was assessed from the scores on three subscales of (OCS) items i.e. cognitive, affective, and behavioral. The reliability of organizational cynicism scale is .81. The work related quality of life (WRQoL) scale (Easton *et al.*, 2009), a 36 item scale included seven subscales ranging from 1=strongly disagree to 5= strongly agree in which participants marked their answers. These subscales are job and career satisfaction (JCS), general well-being (GWB), stress at work (SAW), control at work (CAW), home-work interface (HWI), employee engagement (EEN) and working conditions (WCS). The reliability of work related quality of life scale is .93. The organizational commitment questionnaire (Allen *et al.*, 1993) is an 18 item questionnaire. Responses to each of the items are rated on a 7-point likert scale varying from 1 to 7 (strongly disagree to strongly agree). The questionnaire comprised of three subscales i.e. affective commitment, continuous commitment and the normative commitment. The reliability of organizational commitment questionnaire is .91.

3.4 Population & Sample

The present study was done through co-relational research and non-probability purposive sampling technique was adopted for the collection of data. The sample comprised of 150 male employees between the age range of 28- 50 years (M age=32.11, $SD= 5.36$) working at managerial position of different companies of Lahore with a minimum experience of 3 years. Contract based employees and those having experience less than 3 years were not included in the sample. Data was collected in the office setting from the employees. Through written consent form all the participants were cleared about the nature of the study. One hundred and seventy five participants were originally approached to participate in the study. Among these nineteen refused to participate whereas six participants withdrew in between the study and hence their questionnaires were also dropped. Therefore, the overall response rate was found to be 85.7 %.

3.5 Data Analysis

To analyze the data SPSS Version 17 was used. The Correlation analysis and Structural Equation Modeling through AMOS were used to analyze the results.

3.6 Correlation Analysis

Pearson Product Moment correlations was assessed identify the relationship between subscales of organizational commitment, organizational cynicism and work related quality of life in employees

Table 1: Pearson Product Moment Correlation between Study Variables (N=150)

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13
Aff. CYN	-	.47**	.45**	-.32**	-.53**	-.48**	-.44**	-.44**	-.22**	-.48**	-.11	-.15	-.17*
Cog.CYN	-	-	-.29**	-.28**	-.30**	-.32**	-.31**	-.30**	-.39**	-.29**	-.21**	-.04	-.10
Beh.CYN	-	-	-	-.03	-.28**	-.20*	-.20*	-.22**	-.07	-.20*	-.08	-.21**	-.15
CAW	-	-	-	-	.54**	.58**	.54**	.65**	.07	.44**	.13	.01	.12
EEN	-	-	-	-	-	.71**	.66**	.69**	.27**	.73**	.03	.01	.07
GWB	-	-	-	-	-	-	.65**	.66**	.23**	.74**	.12	.02	.13
HWI	-	-	-	-	-	-	-	.57**	.27**	.61**	.01	.00	.09
JCS	-	-	-	-	-	-	-	-	.15	.62**	.17*	.06	.19*
SAW	-	-	-	-	-	-	-	-	-	.27**	-.10	-.11	-.08
WCS	-	-	-	-	-	-	-	-	-	-	.20*	.02	.17*
Aff. COT	-	-	-	-	-	-	-	-	-	-	-	.50**	.74**
Cont. COT	-	-	-	-	-	-	-	-	-	-	-	-	.71**
Norm. COT	-	-	-	-	-	-	-	-	-	-	-	-	-

* $p < .05$, ** $p < .01$, *** $p < .001$

Note. CYN= Organizational Cynicism, Aff. CYN =Affective cynicism, Cog.CYN =Cognitive Cynicism, Beh.CYN =Behavioral Cynicism, WQOL =Work related quality of life, CAW =Control at work, EEN=Employee engagement, GWB=General well-being, HWI=Homework interface, JCS= Job career satisfaction, SAW=Stress at work, WCS= Working conditions, COT=Organizational

commitment, Aff. COT=Affective commitment, Cont. COT=Continuous commitment, Norm. COT=Normative commitment

As shown in table 1, affective cynicism and cognitive cynicism has significant negative relationship with control at work, employee engagement, general well-being, homework interface, job career satisfaction, stress at work and working conditions. Moreover, behavioral cynicism has also significant negative relationship with employee engagement, general well-being, homework interface, job career satisfaction and working conditions but non-significant relationship with control at work and stress at work. Furthermore, affective cynicism was significantly negatively correlated with normative commitment and non-significant relationship with affective and continuous commitment. On the other hand, cognitive cynicism has significant negative relationship with affective commitment but non-significant relationship with normative and continuous commitment. In addition, behavioral cynicism has significant negative relationship with continuous commitment but non-significant negative relationship with normative and affective commitment.

Control at work, stress at work, employee engagement, general wellbeing and homework interface have non-significant relationship with affective, continuous and normative commitment. While job career satisfaction and working conditions have significant relationship with affective and normative commitment but non-significant relationship with continuous commitment.

3.7 Structural Equation Modeling through AMOS

Structural Equation Modeling through AMOS was conducted to see the mediating role of work related quality of life between organizational cynicism and organizational commitment. In the Model 1 subscales of cynicism (affective cynicism, cognitive cynicism and behavioral cynicism) were added as exogenous (independent) variables whereas seven dimensions of work related quality of life (control at work , employee engagement, general well-being, homework interface, job career satisfaction, stress at work and working conditions) were included as endogenous variables specifying work related quality of life as mediators and three subscales of organizational commitment (affective commitment, continuous commitment and normative commitment) as the outcome variable.

For the construction of the paths for mediation model, the correlation matrix and theoretical background was referred. Initially the identified model had a significant χ^2 value. So, the model was customized according to the modification indices provided by AMOS; error variances were correlated among each mediator and dependent variable separately. Chi-square change for the first and last model were also significant indicating the improvement in the model. Following are fit indices of the final mediation model.

Table 2: Model Fit Indices for Organizational Cynicism, Work Related Quality Of Life and Organizational Commitment (N=150)

Model	χ^2	<i>p</i>	<i>df</i>	CFI	TLI	RMSEA (90 % CI)
1 : Partial mediation	12.5	.13	8	.99	.96	.06

Note . N=150, All change in chi square values are computed relative to model, $\chi^2 > .05$. CFI=comparative fit index; TLI=Tucker-Lewis Index; RMSEA=root mean square error of approximation; CI=confidence interval.

Table 2 indicated partial mediation model $\chi^2 (8, N=150) = 12.5, p = .13$. The fit indices were supposed to give an indication of moderate fit of the data with the tested model. The paths for the model were based on the results of co-relational analysis between subscales of organizational cynicism, work related quality of life and organizational commitment.

The paths of Meditational model were analyzed through direct and indirect effects of study variables. For direct effects path coefficients, it was hypothesized that organizational cynicism and work related quality of life were likely to predict organizational commitment. Direct effect path coefficients yielded significant regression coefficients of predicting behavioral cynicism ($B = -.24, p = .03$) from continuous commitment whereas non-significant regression coefficient of predicting normative commitment from cognitive cynicism as ($B = 0.10, p = .23$), and affective commitment from affective cynicism as ($B = -0.22, p = .28$).

It was also hypothesized that organizational cynicism was likely to predict the mediator i.e. work related quality of life. Results revealed that affective cynicism ($B = -.58, p = .00$) was significant predictor of job career satisfaction whereas cognitive cynicism ($B = -.15, p = .14$) and behavioral cynicism ($B = -.035, p = .778$) were non-significant predictor of job career satisfaction. Affective cynicism was significant predictor of working conditions ($B = -.40, p = .00$) whereas, cognitive cynicism ($B = -.07, p = .25$) and behavioral cynicism ($B = .02, p = .72$) were deemed to be non-significant predictor of working conditions.

It was also hypothesized that work related quality of life was likely to predict organizational commitment. Results indicated that working conditions were a significant predictor for affective commitment ($B = .55, p = .03$) but the path coefficient for normative commitment was non-significant with $B = .31, p = .09$. In addition to this, job career satisfaction was a non-significant predictor both for affective commitment ($B = .12, p = .39$) and normative commitment ($B = .16, p = .12$).

For Indirect effects, the significant path coefficient for affective cynicism to working conditions was $B = -.40, p = .00$ and from working conditions to affective commitment was $B = .55, p = .03$. Hence, working conditions acted as a mediator explaining relationship of affective cynicism and affective commitment. Cognitive and behavioral cynicism was non-significant predictors of working conditions and job career satisfaction.

The following conclusions were drawn from the figure 2. The model pointed out partial mediation with the path depicting that high scores on affective cynicism ascertain high scores on working conditions which eventually results in determining high affective commitment. Direct links was also found to be significant between these variables. Working conditions was the significant mediator that established the path between organizational cynicism and work related quality of life. The structural illustration of the model is shown in figure

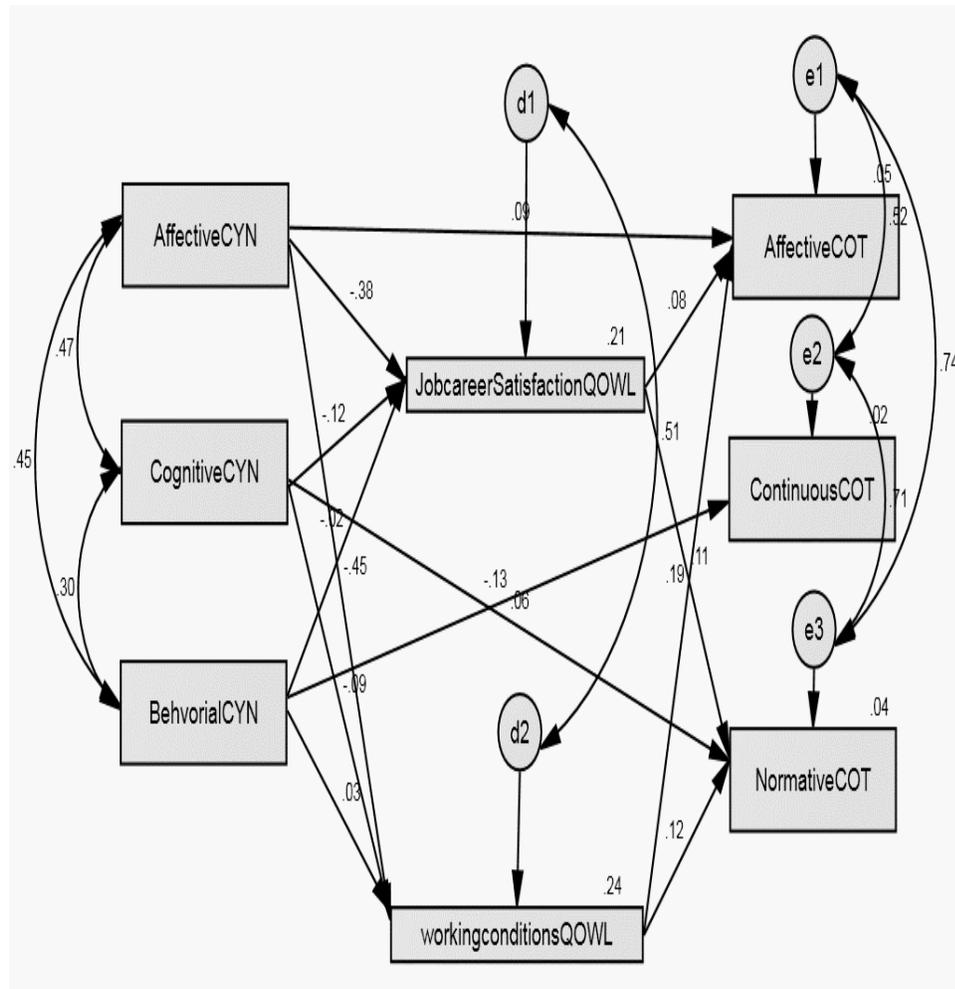


Figure 2: Empirical Results from a Complex Multivariate Model representing Standardized Regression Coefficients

Note. A complex multivariate model of three endogenous variables and three exogenous variables. Completely standardized maximum likelihood parameter estimates. The residual variance components (error variances) indicate the amount of unexplained variance. Thus, for each observed variable, $R = (1 - \text{error variance})$; Affective CYN =Affective cynicism, Cognitive CYN =Cognitive Cynicism, Behavioral CYN =Behavioral Cynicism, Job career satisfaction QOWL= Job career satisfaction work related quality of life, Working conditions QOWL= Working conditions work related quality of life, Affective COT=Affective commitment, Continuous COT=Continuous commitment, Normative COT=Normative commitment.

5. Discussion

This study was designed to explore relationship among organizational cynicisms, work related quality of life and organizational commitment. Primarily it was a relationship was hypothesized between organizational cynicism and work related quality of life. According

to this hypothesis, the outcomes showed that affective and cognitive cynicism have significant negative relationship with control at work, employee engagement, general well-being, homework interface, job career satisfaction, stress at work and working conditions. Moreover, behavioral cynicism has non-significant relationship with control at work and stress at work except other dimensions. The hypothesis was confirmed by the research findings that there was a negative relationship between organizational cynicism and work related quality of life. The results were in favor with the work of Hochwarter *et al.*, (2004) and Wanous *et al.*, (1994) who drew a conclusion that workers who were more cynical toward companies, expressed less enthusiasm to put forth efforts, anticipated less individual success, and recognized fewer and less important intrinsic and extrinsic rewards and had low quality of working life.

Secondly it was anticipated that there was likely to be a relationship between subscales of organizational cynicism and organizational commitment. The findings concluded that affective cynicism has significant negative relationship with normative commitment and non-significant relationship with affective and continuous commitment. On the other hand, cognitive cynicism has significant negative relationship with affective commitment but non-significant relationship with normative and continuous commitment. In addition, behavioral cynicism has significant negative relationship with continuous commitment but non-significant negative relationship with normative and affective commitment. The hypothesis was consistent with the underline researches that organizational cynicism and organizational commitment was negatively correlated. According to Barnes (2010); Bishay (1996); Mirvis and Kanter (1986) and Bashir and Nasir (2013) and employees who held cynical attitudes were less productive, low organizational commitment and have low morale. Moreover, dissatisfied employees with negative attitudes will ultimately left the organizations. Similarly Nafei (2013) also concluded that there was a negative relationship between the three dimensions of organizational cynicism and organizational commitment.

According to the third hypothesis there was likely to be a relationship between subscales of work related quality of life and organizational commitment. Results depicted that the control at work, stress at work, employee engagement, general wellbeing and homework interface have non-significant relationship with affective, continuous and normative commitment. While job career satisfaction and working conditions have significant relationship with affective and normative commitment but non-significant relationship with continuous commitment. The hypothesis was confirmed by the research findings.

The results for job career satisfaction dimension were in accordance with the work of Lumley *et al.*, (2011) and Zhao and Namasivayam (2007) that explored the relationship between job career satisfaction and dimensions of organizational commitment of employees and concluded that job career satisfaction has significant relationship with affective and normative commitment except continuous commitment. Furthermore, results for working condition dimension also confirm the findings of Martin and Roodt (2008) who described that workers will be more contented and dedicated and less likely to leave the company whose working environment are clear and harmonious with the person's own requirements. Moreover, some of the results of the third hypothesis were not supported as the work of Khatibi *et al.*, (2009) indicated that job stress has significant relationship with affective commitment and normative commitment and a non-significant relationship with continuance commitment. Similarly for the dimension of general well-being the previous researches also negate the results as documented by Ajay *et al.*, (2009) that there was a

significant relationship between wellbeing and affective and normative commitment but negatively correlated with conditional continuance commitment.

According to the fourth hypothesis, it was put forwarded that work related quality of life was likely to mediate relationship between organizational cynicism and organizational commitment. Result documented that the working conditions acted as a mediator explaining relationship of affective cynicism and affective commitment. Previous literature favors the relationship between these three variables through pathways. Barnes (2000); Bishay (1996); Mirvis and Kanter (1986); Bashir & Nasir (2013) and Wang, Fu and Ge (2011) concluded that personal who held skeptical approach were less devoted to the association, occupied in lesser behaviors away from their work duties, and were more likely to depart the job, thus validating forecasting relationships. They also explored the various factors associated with the job satisfaction and working situations and one of the factors was cynicism as it was linked negatively with working situations as well as with job satisfaction. Similarly Mottaz (1998) carried out a study which was concerned with judging the relative importance of a variety of factors on organizational commitment. He indicated that the poor work value i.e. working environment had a strong negative effect on the commitment. Thus the working conditions determine the employees' commitment or affiliation to stay committed in their organization.

Other findings revealed that organizational commitment was high in employees with 6 years and above work experience other than 3-4 years and 5-6 years. The hypothesis was in accordance with the research findings of Qureshi *et al.*, (2012) who concluded that experience had significant impact on commitment. More experienced employees are more committed as they become familiar with the organizational culture.

5.1 Implications of the Study

- The present study findings add to the preceding literature.
- This study enhances understanding in the area of organizational commitment, work related quality of life and organizational commitment especially as this is only study investigating these variables jointly.
- Further validation studies can be conducted on this research which would strengthen its reliability.
- Results will help to investigate other factors affecting the organizational cynicism, work related quality of life and organizational commitment in employees

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