Organizational cynicism and its impact on privatization (evidence from federal government agency of Pakistan)

Usman Aslam
Superior University, Lahore, Pakistan

Muhammad Irfanullah Arfeen
Quaid-i-Azam University, Islamabad, Pakistan

Wahbeeah Mohti
Department of Management Sciences, Virtual University of Pakistan, Islamabad, Pakistan, and

Ubaid ur Rahman
Superior University, Lahore, Pakistan

Abstract

Purpose – The aim of this study is to explore the impact of cynicism on the relationship among personality traits, organizational contextual factors and job outcomes. This study set up and examined the overarching model on resistance to change. Moreover, there were two models theoretically presented and investigated, i.e. direct and indirect models. This study was an attempt to explore and capture the causes of organizational cynicism against the change initiative.

Design/methodology/approach – A case study research design was used in this study, and data were collected from 335 employees by using purposive sampling technique and structured questionnaire. While linear regression and Baron and Kenny's (1986) tests were used to evaluate the direct and indirect models.

Findings – Results highlighted the considerable positive relationship between dispositional resistance and employee's turnover intention. Additionally, significant connection was also examined among organizational contextual factors and job outcomes, whereas interactive impact of behavioral resistance was found in the relation among dispositional resistance, organizational contextual factors and employee's intent to quit. However, another dimension of organizational cynicism, i.e. cognitive resistance, could not influence the direct linear relationship between organizational context and continuance commitment.

Research limitations/implications – Major limitations of this research were non-probability sampling technique, cross-sectional design, single organization and traditional data collection tool.

Practical implications – Management can eradicate cynicism by providing social support and positive information, i.e. job security, wage award, medical benefits and promotion criteria, after implementing change. The management can clarify the objectives of that change by including employees in decision-making, reducing employee's turnover intention. Organizational cynicism is a faith, which means that the change leaders have lack of integrity; when organizational cynicism mixes with negative cognitive process, it leads to a more destructive behavior against that change.

Originality/value – This study contributed to the extensive knowledge of organizational cynicism. A conceptual model of resistance to change the model was unique in nature. There were rare studies conducted to check the impact of organizational cynicism on privatization, especially in the

Introduction to research

This research is conducted on a federal government agency of Pakistan. State life insurance Corporation of Pakistan is an agency that insures individual and group life insurance. Moreover, State Life has "AAA" rating and excellent established "Real Estate" business around the globe. However, the Government of Pakistan has taken the initiative to privatize State Life Insurance without taking employees into confidence on sensitive issues, while the employees are uncertain regarding their respective future in the workplace, i.e. job security, promotion criteria, wage award, bonuses and medical facility benefits. Different employees have unlike opinions about the change initiative, i.e. some employees may think about leaving this job in the future after taking the golden hand shake or any other equal opportunity that can be offered by the management at the time of privatization. Moreover, some employees are resisting on the extreme level because they have lack of information and management support regarding financial incentives. Additionally, employees have a fear of intensive administration control after privatization. Also, new working environment can be more system oriented and centralized; therefore, the organization needs more skilled employees and learning environment. However, their employees are not ready for it.

Change in the organization brings discomfort and uncertainty with respect to fear to move from known to unknown, and success of change depends on employee's response for the proposed change. According to Piderit (2000), negative responses include thinking, feeling and behaving against the said change. Researchers explore that 70 per cent of the change initiatives could not produce desired outcomes (Beer and Nohria, 2000). Numerous researchers have explored multiple reasons for cynicism, i.e. negative information about change, social support against change, lack of trust in management, uncertainty, personal loss, dependence, low commitment and, most importantly, organizational cynicism (Abraham, 2000; Fullan, 2010; Oreg, 2003, 2006; Wanberg and Banas, 2000). Organizational cynicism is the form of resistance against the improvement in an organization and that resistance is damaging and destructive for any forthcoming changes (Pelit and Pelit, 2014). According to Brown *et al.* (2015), employee cynicism is an unintentional result of organizational change that can impact negatively on the effectiveness of change. Generally, cynicism can be considered as an employee's attitude that was harmful for the change initiative (Bommer *et al.*, 2005; Stanley *et al.*, 2005; Watt and Piotrowski, 2008). In addition, it also investigated that organizational cynicism is an important predictor that influences job outcomes, i.e. employee's intention to quit and job satisfaction (Polat and Gungor, 2014).

To resolve this issue, the aim of this research is to capture the reasons of negative response against the privatization process. Also, this study is an attempt to explore how to capture cynicism from personality traits and organizational contextual factors that can increase an employee's intention to quit and decrease the continuance commitment. Moreover, this study also aims to uncover the potential ways that can express the employee's resistance, i.e. complain to the management or go on a strike. It is very important to find out the solution, i.e. how the change can implement with the

willingness of all stakeholders. There is very rare research conducted on the different dimensions of organizational cynicism and its impact on the job outcomes. Stanley *et al.* (2005) have conducted a study on cognitive resistance that is only one component of cynicism; researchers argued that it is better to expand the dentition of cynicism in future research. Moreover, Stanley *et al.* (2005) argue that further research is required to examine the relationship among cynicism components, i.e. cognitive, affective and its influence on behavior intention of employees. Furthermore, Brown and Cregan (2008) suggested that, in the future, researchers should try to collect data on organizational cynicism through reliable data collection techniques. Additionally, other studies suggested that future research can be conducted to examine the relationship between organizational cynicism and organizational commitment (Nafei, 2013). Barton and Ambrosini (2013) argue that future research can be initiated by taking additional contextual variables with strategy commitment. Furthermore, they suggested that researchers have to determine how the organizational change cynicism moderates the relationship between organization contextual variables and strategy commitment.

Multiple research questions have been developed to get adequate information as well as fulfill the aim of the current study. This study tries to investigate following questions.

Research questions to address the direct model:

RQ1. Whether any connection exist between personality traits and employee's turnover intention in public sector organization.

RQ2. Whether any association exist between organizational contextual variables and job outcomes.

Research questions to address indirect model:

RQ3. To what extent organizational cynicism moderates the relationship between personality traits and employee's intention to quit.

RQ4. Whether organizational cynicism moderates the relationship between organizational contextual variables and job outcomes.

Literature review
In recent years, organizations have become more dynamic and work in organic and uncertain environment and that uncertainty is growing because of technological innovation, fast global competition and privatization (Carnall, 2007). Organizational change level can be described as an alteration of procedures, policies, structure, flows and processes (Brown and Harvey, 2011). Further, constant change is a reality in globally uncertain environment to sustain the competitive advantage and survival of an organization. However, most of the organizations are struggling to achieve the desired outcomes. Burke *et al.* (2008) and Danışman (2010) argue that some employees accept change keenly while other resist it. Resistance usually occurs with respect to uncertainty regarding change which can be delineated as "a human-perceived inability to forecast something accurately" (Milliken, 1987). Beer and Nohria (2000) report that change in organization is only 30 per cent successful. In the perspective of 70 per cent unsuccessful change execution, literature highlights some powerful obstacles which can raise resistance to change, e.g. lack of trust in management, awareness about proposed change weakness, personal loss, improper information about change, uncertainty, social support against change, dependence, low

commitment and, most importantly, organizational cynicism (Abraham, 2000; Fullan, 2010; Oreg, 2003, 2006; Wanberg and Banas, 2000).

Nafei (2013) explains that change in organization is one of the potential indicators for cynicism. Cynicism can be described as a form of resistance that generates from improper planning and ineffective execution of change (Bergström et al., 2014). Moreover, cynicism has gotten importance in a variety of disciplines in social science, i.e. sociology, philosophy, political science, psychology and management (Ince and Turan, 2011). Abraham (2000) has theoretically explored the five kinds of cynicism that can significantly influence the job outcomes in any organization. Also, Abraham (2000) explores personality resistance of significant factors to predict the organizational cynicism. Kotter and Cohen (2002) suggested that change implementation failures happen with respect to employee's problems that are similar to cynicism (Reichers et al., 1997). Another study highlights that cynicism can be defined as a lack of integrity; therefore, it is hard to trust (Dean et al., 1998). Generally, cynicism is considered as an "employee's attitude towards change" that is harmful for change initiative (Bommer et al., 2005; Stanley et al., 2005; Watt and Piotrowski, 2008).

Pierce et al. (1989) suggest three main types of attitudes, i.e. cognitive, affective and behavioral, in response to organizational change. The cognitive component of organizational cynicism means what employees think about change, e.g. is it good or beneficial or is it necessary. The affective component explains how employees feel and perceive about change, e.g. angry, sad, stressful and less productive. While the behavioral component judges the intention to act in reaction to that change, e.g. making efforts to realize the employees that change is risky, protesting against change. Furthermore, cynicism has a number of negative outcomes, i.e. cynicism can negatively influence the performance of employees, increase job dissatisfaction and employees may have low commitment toward the organization as well as high intention to leave the organization (Dean et al., 1998). It is also found that employees' attitude, i.e. cognitive, behavioral and affective, has a significant influence on commitment to continue, intention to quit and absenteeism (Eby et al., 2000; Mack et al., 1998; Oreg, 2006). Furthermore, according to Aküzüm (2014), cynicism has a strong, noteworthy impact on the organizational commitment. While 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 (Blankertz and Robinson, 1997; Drake and Yadama, 1996; Knudsen et al., 2008; Leiter and Meechan, 1986; Maslach and Jackson, 1981; Oreg, 2006). Organizational cynicism is an attitude of behavioral, affect and belief inclinations toward objects (Breckler, 1984).

Oreg (2006) argues that dispositional resistance is gestated as an unchanging trait of personality; employees who have higher intensity in dispositional resistance cannot incorporate any change in their lives. Moreover, Oreg (2006) argues that when change is implemented on employees with force, they quit the organization because they are unable to work under tight administration control. The aforementioned literature leads to generate the first set of hypotheses:

H1a. Dispositional resistance has a positive relationship with employee's intent to quit.

H1b. Behavior resistance moderates the relationship between dispositional resistance and employee's intent to quit.

Social support has a negative association with turnover and job-related stress among child welfare workers (Barak et al., 2001; Lee and Ashforth, 1993b). During interviews

with workers of human services, it is found that lack of support and care from the supervisor is the primary reason for employees to leave the organization (Samantrai, 1992). Social support is one of the prime factors that decreases the intention to quit and increases organizational commitment. Nissly *et al.* (2005) found significant negative connection between social support and employee's exit and stress. Furthermore, Gray and Muramatsu (2013) explored the link between social support and employee's exit.

A study was conducted and it proved that poor support from colleagues could increase the employee's intention to quit (Estryn-Béhar *et al.*, 2007), and they worked in the state of ambiguity and stress (Nissly *et al.*, 2005). Moreover, Gray and Muramatsu (2013) investigated a significant negative relationship between supervisor support and employees exit. While Bateman (2009) explored negative and significant connection between social support and intention to quit by using regression analysis ($r = -0.21$, $p < 0.05$), the researcher described that more coworker support could reduce their intention to quit from organization. It is concluded on the bases of the above provided evidence that an increase in social support against change can significantly increase the employee's intention to quit.

Social environment of an organization in which employees are working has a significant effect on determining the organizational member's attitude (Burkhardt, 1994; Gibbons, 2004). Social support, i.e. coworkers, subordinates and seniors, is helpful for organizational employees to handle the organizational changes and has a significant effect on organizational working conditions (Shaw *et al.*, 1993). According to Oreg (2006), social support against change has a positive relationship with behavior resistance and behavior resistance has a positive link with employee's intention to quit. In the current study, on the bases of aforementioned literature, the following hypotheses are constructed:

H2a. Social influence has a positive link with employee's intent to quit.

H2b. Behavior resistance moderates the association between social influence and employee's intent to quit.

Miller (1988) has found a significant negative association between employee's participation and intention to quit. In addition, the researcher found that employee's participation has a direct connection with job outcomes, e.g. intention to quit, commitment and strong negative association with resistance toward change (Lines, 2004). Furthermore, another study explored that lower levels of participation and trust can significantly decrease organizational commitment and increase the intention to exit (Appelbaum *et al.*, 2013). Moreover, researchers have found an inverse relationship between high participation and intention to quit from the research on hospitals (Simons and Jankowski, 2007).

There is a very clear evidence that highlights that lack of employees' participation during change could increase the negative attitude against that change (Reichers *et al.*, 1997). Organization cynicism can go up in case of lack of employee input in organizational decisions as well as lack of support of management for change (Fleming, 2005; O'Brien *et al.*, 2004; Wanous *et al.*, 2000). Kotter and Schlesinger (2008) have focused on employee's participation and their suggestions about change initiative can increase the acceptance of change. On the bases of the above evidence, following hypotheses are generated:

H3a. Employee participation in decision-making has a negative relationship with employees' intent to quit.

H3b. Behavior resistance moderates the association between employees' participation and intention to quit.

Ahmed Mangi and Ali Jalbani (2013) explain the popular causes to quit the jobs, i.e. job dissatisfaction/good alternative jobs, which related to real turnover. There is a significant negative correlation explored between trust and employee's intent to quit (Konovsky and Cropanzano, 1991; Mishra and Morrissey, 1990). While Jung *et al.* (2012) explore that cynicism has a significant and positive effect on employee's intention to quit which is consistent with relevant studies (Blankertz and Robinson, 1997; Drake and Yadama, 1996; Knudsen *et al.*, 2008; Leiter and Meechan, 1986; Maslach and Jackson, 1981; Oreg, 2006). Furthermore, organizational cynicism components (e.g. affective, cognitive and behavior resistance) reported negative correlation with affective, normative and continuance commitment (Nafei, 2013). Another research highlights that cynical feelings of distrust reduce employees' commitment and increase intention to quit (Kalyal and Sverke, 2011):

H4a. Trust in management has a negative relationship with employee's aim to quit.

H4b. Behavior resistance moderates the relationship between employee's trust in management and employee's aim to quit.

On the other hand, another research investigated that organizational cynicism has a negative relationship with organizational commitment and job satisfaction (Reichers *et al.*, 1997). Furthermore, cynicism can reduce with a very vital constituent of trust. Multiple empirical researches has been conducted which found a strongly negative linkage between trust and organizational cynicism, e.g. cognitive behavior components (Oreg, 2006; Stanley *et al.*, 2005); thus, trust plays a vital role throughout change implementation. Sahin and Aspinar (2013) explore the negative relationship among cynicism and trust, commitment, justice, job satisfaction and organizational citizenship behavior. Mohamed *et al.* (2012) used correlation analysis and found significant and strong positive associations between organizational trust and continuance commitment. Meyer and Allen (1991) identified that continuance commitment is a method to predict whether employees want to stay with the organization for a long time. Previous research highlights that a higher level of trust could generate a higher level of organizational commitment, and commitment can significantly reduce the intention to quit the organization (Chawla and Kelloway, 2004):

H5a. Trust in management has a positive connection with employee's continuance commitment.

H5b. Cognitive resistance moderates the association between employee's trust in management and employee's continuance commitment.

Oreg (2006) explores that timely information sharing about change can increase the commitment and cooperation and reduce the cognitive resistance toward change. There is a significant positive relationship explored between the information about change and continuance commitment (Kalyal and Saha, 2008; Oreg, 2006; Peus *et al.*, 2009). Information sharing in the perspective of the organization can increase the commitment
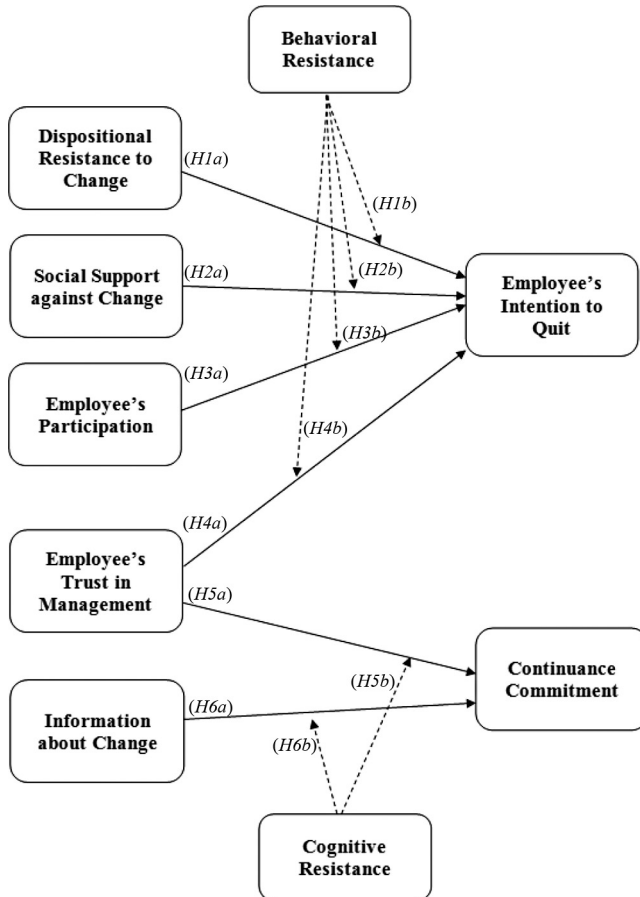
Figure 1.
Theoretical research
model

of employees with the organization (Macinko, 1975, p. 38). If there is greater opportunity
to receive information and express the opinion about change, then it can bring
commitment with change decision (Brown and Cregan, 2008; Cox *et al.*, 2009).

Comprehensive information about the change initiative can reduce the resistance
toward change (Miller *et al.*, 1994; Wanberg and Banas, 2000). In the current study, it can
be assumed, on the bases of above literature, that cognitive resistance moderates the
association between information about change and continuous commitment:

H6a. Information about change has a positive effect on continuance commitment.

H6b. Cognitive resistance moderates the relationship between information about
change and continuance commitment (Figure 1).

Methodology
Case research design was applied to investigate the contemporary problem in the real-life
context. Another study highlighted that only case study can provide depth understanding

about person, program, unit and organization (Njie and Asimiran, 2014). Additionally, Yin (2003) argued that case study can cover multiple aspects simultaneously, i.e. descriptive assessment, exploratory and hypotheses testing. Case study research design would be used in quantitative data collection technique (Korzilius, 2010). Cross-sectional research was used in this study. Mann (2003) highlighted that cross-sectional research is comparatively quick and easy. Cross-sectional research can have manifold outcomes in a comparatively short time (Figure 2).

Sampling technique and size
The target population frame included top five zones of State Life Insurance in the province of Punjab, i.e. Faisalabad, Jhang, T.T. Singh, Lahore and Rawalpindi. The sampling frame included the employees of State Life, i.e. General manager, Assistant general manager, Manager and Office staff. The sampling technique was selected on the bases of consent and knowledge of employees to provide required data (Tongco, 2007). Purposive sampling was a very useful technique that could be used in quantitative and qualitative research (Tongco, 2007). Furthermore, purposive sampling technique was selected because of unwillingness and fear of employees to provide written data on sensitive issue. Moreover, purposive sampling was selected because of absence of sampling frame, shortage of time, appointment and cost constraints (Wilmot, 2005).

Job to determine the right sample size was very critical to generate significant statistical results (Lucko and Rojas, 2009). Hair (2010) suggested that the sample size
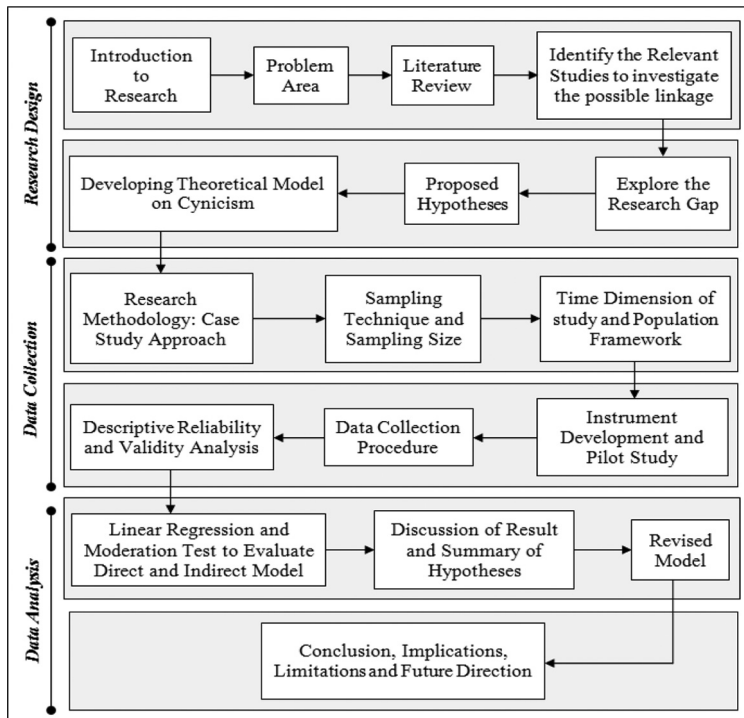

Figure 2.
Research design

should be between the ranges of 200 and 400 respondents because a higher sample size can reduce the margin of error from statistics results. The sample size was calculated using an online calculator on 95 per cent confidence level and 5 per cent confidence interval. About 385 or more sample was most excellent to generate the significant results from statistics, that sample size of current study was also consistent with relevant study (Shahzad and Mahmood, 2012).

Instrument development
Radhakrishna (2007) argued that a questionnaire was one of the most frequent data collection tool that was used in 64 per cent studies out of 748 research studies. It is mostly widely used to collect data on attitude, knowledge, behavior and facts (Radhakrishna, 2007). In this study, questionnaire consisted of seven dimensions, and each option of scale was coded from 1 = strongly disagree to 7 = strongly agree. In addition, scholars found from the literature that a five- to seven-point scale was most appropriate as compare to shorter or longer ranges (Krosnick and Fabrigar, 1997).

Trust in management and organizational cynicism, i.e. cognitive and behavioral resistance, scales were adopted from a relevant study (Oreg, 2006). Information about change, social support against change and employee's participation scales was adopted from a study (Wanberg and Banas, 2000). Dispositional resistance and continuance commitment were adopted from Meyer *et al.* (1993) and Oreg (2003) studies, respectively, and continuance commitment scale was adopted from Cammann *et al.*'s (1983) study.

Pilot study
A pilot study was conducted to check the reliability and validity of adopted data collection scales. Baker and Risley (1994) gave the standard, i.e. 10 per cent to 20 per cent of total sample, to conduct the pilot study. Data were collected from 100 respondents that supported the reliability and validity of the instrument as per the acceptable standard, e.g. 0.70 (Hair *et al.*, 1998).

Data analysis techniques
Descriptive statistics outcome was used to explore the characteristics of the sample (Adams *et al.*, 2005). Further, mean statistics were used to settle on ranges of independent, moderating and dependent variables of the study. Whereas reflective measures were used to examine the internal consistency by using Cronbach's alpha values of various scales (Hair *et al.*, 2011). Simple linear regression test was used to determine the strength of relationships between direct hypothesis by using R^2, significance level and regression coefficient (Petrie *et al.*, 2002). Baron and Kenny's (1986) test was applied to explore the impact of moderator on the relationship among dispositional resistance, organizational contextual factors and employee's intention to quit. Linear regression and moderation tests were applied after a detailed study of relevant research (Shahzad and Mahmood, 2012).

Results and discussion
Procedure
This research was conducted in different zones, i.e. Faisalabad, Jhang, T.T. Singh, Lahore and Rawalpindi, of State Life Insurance Corporation of Pakistan. Self-administrated

questionnaires were used in the study which had 49 items/statements and that questionnaires consisted on seven dimensions (e.g. 1 = strongly disagree to 7 = strongly agree) of the Likert scale. Approximately 400 questionnaires were disseminated to State Life employees through mail; after two months of struggle and subsequent multiple reminders, 360 questionnaires were returned. Of these, 20 questionnaires were discarded because these had more than 10 per cent missing values (Hair, 2010), and five questionnaires were discarded because of only high school education. Data were collected from general manager, assistant general manager, manager/sector head, deputy manager, assistant manager and office staff. Data were coded and reversed in SPSS 21, and the required results were extracted significantly.

Out of 360, only 335 questionnaires were valid and suitable for data analysis, and the resulting response rate was 84 per cent. The sample size for this research was more than the acceptable limit (Hair, 2010), and consistent with relevant study (Shahzad and Mahmood, 2012). Descriptive statistics were used to find out the characteristics of the sample. Different features of the sample are: 276 (82.4 per cent) employees of this research were men, and 59 (17.6 per cent) employees were women; 194 (57.9 per cent) employees were on managerial positions, and 141 (42.1 per cent) employees were on non-managerial positions; 147 (43 per cent) employees had a graduate degree, 96 (28.7 per cent) employees had master's degree and 92 (27.5 per cent) employees were undergraduates only; 183(54.6 per cent) employees were more than 40 years old; and it was also worth mentioning that a good strength of employees (163) had more than 16 years of experience.

Descriptive analysis
According to the mean values reported in Table I, behavioral resistance mean value (5.69) fell between the ranges from mildly agree to moderately agree. While cognitive resistance mean value (5.54) was also ranged from mildly agree to moderately agree. In a nutshell, organizational cynicism (e.g. behavioral and cognitive resistance) was strong enough to stop privatization. Dispositional resistances' mean (4.95) ranged from neutral to mildly agree, which means that employee's personality traits were also creating somewhat of a hurdle to stop change initiative. On the other hand, social support against change means value (6.57) fell between the ranges of moderately agree to strongly agree, meaning that colleagues, subordinates and supervisor were strongly against the change initiative.

Scale descriptions	Total items	Mean	SD
Behavioral resistance	5	5.690	1.755
Cognitive resistance	5	5.544	1.810
Dispositional resistance	16	4.951	1.279
Social support against change	3	6.567	1.185
Employee participation	4	1.474	1.036
Trust in management	3	1.602	1.273
Information about change	4	1.543	1.095
Intention to quit	3	5.416	1.930
Continuance commitment	6	4.820	2.425

Table I.
Descriptive statistics results

Mean value (1.47) of employee's participation illustrated that employees could not give any input regarding the decision of privatization. On the other hand, trust in management mean value (1.60) ranged from strongly disagree to moderately disagree, meaning that employees had no trust in the management regarding the changes. While mean (1.54) explained that no information was provided to employees regarding their career. e.g. wage award, job security and other financial incentives, after change implementation.

Mean value (5.41) of intention to quit fell between the range of mildly agree to moderately agree, meaning that employees wanted to quit the organization in case of the golden handshake or any equal good opportunity available at the time of privatization. Furthermore, the mean value (4.82) of continuance commitment ranged from neutral to mildly agree, meaning that continuance commitment was not as much weaker as expected to build hypothesis on the bases of previous studies.

Reliability analysis
Cronbach's alpha coefficient was the most appropriate technique to ensure the internal consistency of various diversified scales (Hair, 2010; Sekaran and Bougie, 2010). Generally, Cronbach alpha values ranged from 0 to 1. Hanif *et al.* (2014) argued that alpha values that were nearer to 1 were considered excellent and stronger. In Table II, all illustrated alpha values were consistent with relevant research (Oreg, 2003, 2006; Wanberg and Banas, 2000).

Scale descriptions	Total items	Alpha
Behavioral resistance	5	0.926
Cognitive resistance	5	0.827
Dispositional resistance	16	0.860
Social support against change	3	0.918
Employee participation	4	0.843
Trust in management	3	0.937
Information about change	4	0.911
Intention to quit	3	0.968
Continuance commitment	6	0.970
Total	49	0.881

Notes: George and Mallery (2003) explained range of reliability e.g. ≥0.9 – excellent; ≥0.8 – Good; ≥0.7 – acceptable; ≥0.6 – questionable; ≥0.5 – poor; <0.5 – unacceptable

Table II.
Reliability coefficient (Cronbach's alpha)

Validity: factor analysis
Exploratory factor analysis was the most suitable approach to examine the construct validity of particular scales (Churchill, 1979). In Table III, all factor loadings were more than 0.4, which were satisfactory and acceptable (Hair *et al.*, 1998). Only five statements were removed on the bases of lower loading values and high Eigen values. The Kaiser–Meyer–Olkin (KMO) ranges were varying from 0 to 1; in this study, this range was 0.875 which was above the minimum limit of 0.6 (Hair *et al.*, 1998). KMO and Bartlett's tests were significant at 0.000.

Variables	Factor loadings
Organizational cynicism	Factor 1
I look for ways to prevent the privatization from taking place	0.863
I protest against the privatization	0.904
I complain about the privatization to my colleagues	0.898
I present my objections regarding the privatization to management	0.513
I speak rather highly of the privatization to others	0.861
I believe that the privatization will harm the way things are done in the organization	0.847
I think it's a negative thing that we are going through this privatization	0.865
I believe that the privatization will make my job harder	0.771
I believe that the privatization will benefit the organization	0.568
I believe that I can personally benefit from this privatization	0.701
Dispositional resistance	Factor 2
I don't really think the privatization is necessary	0.409
I'll be better off after the privatization, in comparison with my situation before	0.775
I think it is good that we are going through this privatization	0.856
The privatization will do us all good	0.844
I often change my mind	0.469
Once I have come to a conclusion, I will not like to change my mind	0.843
I don't change my mind easily	0.824
My views are very consistent over time	0.833
Avoiding work from the office because of privatization news	0.691
When possible, I try to work out of the office as much as I can these days	0.855
I find myself trying to minimize the amount of time I spend in office (longer coffee breaks, etc.)	0.857
Due to privatization I tend to be very distracted these days	0.698
I find that I am not as efficient or productive as usual these days	0.860
The information I have received about privatization has been useful	0.844
The information I have received has adequately answered, my questions about privatization	0.796
I have received adequate information about the forthcoming changes	0.773
Social support against change	Factor 3
"To what extent are your colleagues opposed to privatization"	0.893
"To what extend are you subordinate opposed to privatization"	0.885
"To what extent are your supervisors opposed to privatization"	0.869
Employee's trust in management	Factor 4
"There is the feeling that the leader of this privatization knows what he or she is doing"	0.465
"Overall, there is the feeling that you can count on the organization's management"	0.525
"I believe that if management is suggesting this privatization they are well informed and have good reasons for it"	0.469
	(*continued*)

Table III.
Exploratory factor analysis

	Factor loadings
Continuance commitment	Factor 5
It would be very hard for me to leave my organization right now, in case of privatization, even if I want to	0.931
Right now staying in this organization is a matter of necessity as much as I desire	0.945
Too much of my life will be disrupted if I decide I want to leave my organization at this time	0.952
I feel that I have too few options to consider leaving my organization	0.931
If I have not put so much of myself into this organization, I may consider working elsewhere	0.873
One of the few negative consequences of leaving my organization will be the scarcity of available alternatives	0.912
Employee's intention to quit	Factor 6
"It is likely that I will actively look for a new job in the next year"	0.879
"I often think about quitting (e.g. golden handshake in case of privatization)"	0.872
"I will probably look for a new job within the next year"	0.860

Notes: A factor loadings value lower than 0.3 is not listed; therefore, these items were removed earlier at the reliability analysis phase. Scale items were reversed prior to start the reliability and factor analyses

Table III.

Hypotheses testing: direct model

In *H1a*, R^2 value explained that dispositional resistance illustrated 18.7 per cent deviation in employee's intention to exit, as per above (Table IV) beta value (43.2 per cent) explained that dispositional resistance reported moderate positive association with employee's turnover intentions and that *H1a* was confirmation of relevant research (Oreg, 2006).

In *H2a*, the R^2 value explored that social influence against change explained 44 per cent deviation in employee's exit as an influence of the variation in the social influence. (Table V)

IV	DV	R^2	Beta (unstandardized)	Beta (standardized)	*F*-value	*T*-value
DR	EIQ	0.187	0.653	0.432	76.608	8.753

Notes: IV = independent variable; DR = dispositional resistance; DV = dependent variable; EIQ = employee intention to quit

Table IV.
H1a: Results of linear regression (DR-EIQ)

illustrated the regression coefficient (21 per cent) that mean social influence against change had found weak positive associations with employee's turnover intention and that *H2a* was also consistent with relevant research (Barak *et al.*, 2001; Gray and Muramatsu, 2013; Lee and Ashforth, 1993a; Nissly *et al.*, 2005).

IV	DV	R^2	Beta (unstandardized)	Beta (standardized)	*F*-value	*T*-value
SSAC	EIQ	0.440	0.342	0.210	15.373	3.921

Notes: IV = independent variable; SSAC = social support against change; DV = dependent variable; EIQ (DV) = employee intention to quit

Table V.
H2a: Results of linear regression (SSAC-EIQ)

In *H3a*, the R^2 (12.8 per cent) value explained that employees' participation in decision-making explained significant variation in employee's aim to quit as an effect of the deviation in the employee's participation. While regression coefficient (−35.7 per cent) illustrated that employees' participation reported moderate negative relation with employee's turnover intentions and that *H3a* was a substantiation of the relevant study (Appelbaum *et al.*, 2013; Gray and Muramatsu, 2013; Kasemsap, 2013; Miller, 1988) (See Table VI).

IV	DV	R^2	Beta (unstandardized)	Beta (standardized)	*F*-value	*T*-value
EP	EIQ	0.128	−0.665	−0.357	48.728	−6.981

Table VI.
H3a: Results of linear regression (EP-EIQ)
Notes: IV = independent variable; EP = employee's participation; DV = dependent variable; EIQ (DV) = employee intention to quit

In *H4a*, the R^2 (10.3 per cent) value explained that employees' trust in the management explains significant variation in employees' aim to quit as an effect of the deviation in the employees' trust in the management. In (Table VII) whereas regression coefficient (−32 per cent) pointed up that employees' trust in the management had a moderate negative relation with employees' intent to exit, such that hypothesis *H4a* was the authentication of the relevant study (Chen, 2013; Konovsky and Cropanzano, 1991; Mishra and Morrissey, 1990, 2000).

IV	DV	R^2	Beta (unstandardized)	Beta (standardized)	*F*	*T*
TIM	EIQ	0.103	−0.485	−0.320	38.086	−6.171

Table VII.
H4a: Results of linear regression (TIM-EIQ)
Notes: IV = independent variable; TIM = trust in management; DV = dependent variable; EIQ (DV) = employee intention to quit

In *H5a*, trust in management had a positive relation with continuance commitment. The R^2 (16 per cent) values explain that employees' trust in the management explains significant variation in employees' continuance commitment as an influence of the deviation in the employee's trust in management. Whereas regression coefficient (12.7 per cent) pointed out that employees' trust in the management had a positive relation with continuance commitment, such that *H5a* was a verification of a previous study (Chen, 2013; Konovsky and Cropanzano, 1991; Mishra and Morrissey, 1990, 2000) (Table VIII).

IV	DV	R^2	Beta (unstandardized)	Beta (standardized)	*F*-value	*T*-value
TIM	CC	0.160	0.242	0.127	5.489	2.343

Table VIII.
H5a: Results of linear regression (TIM-CC)
Notes: IV = independent Variable; TIM = trust in management; DV = dependent variable; CC = continuance commitment

In *H6a*, information about change had a positive relationship with continuance commitment. In the current study, the R^2 value explains that information about change shows 20 per cent variation in continuance commitment. While *b* value (14.1 per cent) in (Table IX) found a significant, positive weak relationship between trust in management and continuance commitment, such that *H6a* is a confirmation of previous studies (Kalyal and Saha, 2008; Oreg, 2006; Peus *et al.*, 2009).

IV	DV	R^2	Beta (unstandardized)	Beta (standardized)	F-value	T-value
IAC	CC	0.200	0.313	0.141	6.770	2.602

Notes: IV = independent variable; IAC = information about change; DV = dependent variable; CC = continuance commitment

Table IX.
H6a: Results of linear regression (IAC-CC)

Hypotheses testing: indirect model
In *H1b*, after fulfilling different conditions of moderation that the test had applied significantly, standardized regression coefficient value reduced from 43.2 (Step 1) to 42.2 per cent (Step 4), and the R^2 value from 18.7 to 17.8 per cent, meaning that behavioral resistance was weak in the original positive relationship between dispositional resistance and employee's turnover intentions. in (Table X) F- and p-values were significant and validate the hypotheses outcome.

IV	DV	R^2	Beta (unstandardized)	Beta (standardized)	F-value	T-value
DR	EIQ	0.187	0.653	0.432	76.608	8.753
DR	BR	0.247	0.681	0.497	108.987	10.44
BR	EIQ	0.940	0.337	0.306	34.511	5.875
MOD	EIQ	0.178	0.063	0.422	72.144	8.494

Notes: DR (IV) = dispositional resistance; EIQ (DV) = employee intention to quit; BR = behavior resistance; MoD = moderator = BR × DR; *p < 0.05

Table X.
H1b: Results of moderation test (DR, BR and EIQ)

In *H2b*, the R^2 value increased from 44 to 46 per cent and standardized regression value increased from 21 per cent (Step 1) to 32 per cent (Step 4). Behavioral resistance strengthened the original relationship between social support and employee's intention to quit. In (Table XI) F- and p-values were significant and verify the hypothesis result (Oreg, 2006).

IV	DV	R^2	Beta (unstandardized)	Beta (standardized)	F-value	T-value
SSAC	EIQ	0.440	0.342	0.210	15.373	3.921
SSAC	BR	0.650	0.377	0.255	23.096	4.806
BR	EIQ	0.940	0.337	0.306	34.511	5.875
MOD	EIQ	0.460	0.450	0.320	38.010	6.165

Notes: SSAC (IV) = social support against change; EIQ (DV) = employee intention to quit; BR = behavior resistance; MoD = moderator = BR × SSAC; *p < 0.05

Table XI.
H2b: Results of moderation test (SSAC, BR and EIQ)

In *H3b*, the R^2 value decreased from 12.8 to 10.3 per cent and standardized regression value decreased from -35.7 per cent (Step 1) to -21.8 per cent (Step 4). Behavioral resistance had weakened the original relationship between employees' participation and employees' intention to quit. In (Table XII) *F*- and *p*-values were satisfactory and authenticate the proposed hypothesis.

IV	DV	R^2	Beta (unstandardized)	Beta (standardized)	*F*-value	*T*-value
EP	EIQ	0.128	-0.665	-0.357	48.728	-6.981
EP	BR	0.310	-0.296	-0.175	10.511	-3.242
BR	EIQ	0.940	0.337	-0.306	34.511	5.875
MOD	EIQ	0.103	-0.076	-0.218	16.603	-4.075

Table XII.
H3b: Results of moderation test (EP, BR and EIQ)

Notes: EP (IV) = employee's participation; EIQ (DV) = employee intention to quit; BR = behavior Resistance; MoD = moderator = BR × EP; *p < 0.05

In *H4b*, the R^2 value decreased from 10.3 to 10.1 per cent and standardized regression coefficient value also decreased from -32 per cent (Step 1) to -14.1 per cent (Step 4), meaning that the behavioral resistance had weakened the original negative relationship between trust in management and employee's turnover intention. *F*- and *p*-values were significant and confirmed the proposed hypothesis (See Table XIII).

IV	DV	R^2	Beta (unstandardized)	Beta (standardized)	*F*-value	*T*-value
TIM	EIQ	0.103	-0.485	-0.320	38.086	-6.171
TIM	BR	0.206	-0.625	-0.454	86.258	-9.288
BR	EIQ	0.940	0.337	0.306	34.511	5.875
MOD	EIQ	0.101	-0.058	-0.141	6.777	-2.603

Table XIII.
H4b: Results of moderation test (TIM, BR and EIQ)

Notes: TIM (IV) = trust in management; EITQ (DV) = employee intention to quit; BR = behavior Resistance; MoD = moderator = BR × TIM; *p < 0.05

In *H5b*, cognitive resistance did not moderate the existing positive relationship between trust in management and continuance commitment. As per (Table XIV) Baron and Kenny's (1986) moderation test had failed because R^2 (0.000) and *$p > 0.05$ values were insignificant in the third step of moderation analysis.

IV	DV	R^2	Beta (unstandardized)	Beta (standardized)	*F*-value	*T*-value
TIM	CC	0.160	5.489	0.242	0.127	2.343
TIM	CR	0.119	45.082	-0.491	-0.345	-6.714
CR	CC	0.000	0.133	0.027	0.200	0.365

Table XIV.
H5b: Results of moderation test (TIM, CR and CC)

Notes: TIM (IV) = trust in management; CC (DV) = continuance commitment; CR = cognitive resistance; in third step $R^2 = 0.000$ and *$p > 0.05$ which means moderation was not significant

In *H6b*, cognitive resistance of State Life employees could not explore the significant negative relationship with continuance commitment. AS per (Table XV) Baron and Kenny's (1986) moderation test had failed because R^2 (0.000) and $*p > 0.05$ values were insignificant in the third step of moderation.

IV	DV	R^2	Beta (unstandardized)	Beta (standardized)	F-value	T-value
IAC	CC	0.20	0.313	0.141	6.77	2.602
IAC	CR	0.037	−0.317	−0.192	12.714	−3.566
CR	CC	0.000	0.027	0.020	0.133	0.365

Notes: IAC (IV) = information about change; CC (DV) = continuance commitment; CR = cognitive resistance; in third step R^2 = 0.000 and $*p > 0.05$ which means moderation was not significant

Table XV.
H6b: Results of moderation test (IAC, CR and CC)

Discussion of results

This research was conducted to capture the negative response against the change initiative. The overarching model on resistance to change was presented and examined and that model was further divided into linear and nonlinear models. Using linear regression, a significant relationship was explored among proposed hypotheses, i.e. employees' participation in decision-making and trust in management have negative impacts on employee's turnover intention and these results are consistent with relevant study (Appelbaum *et al.*, 2013; Lines, 2004). On the contrary, dispositional resistance and social supports against change have a positive impact on employees' turnover intention and the results were also similar with relevant research (Lines, 2004; Oreg, 2006). Additionally, trust in management and information about change have found positive influences on continuance commitment (Brown and Cregan, 2008; Mishra and Morrissey, 1990, 2000). However, organizational cynicism impact was partially examined among the existing relationship of personality traits, organizational contextual variables and job outcomes. One component of organizational cynicism, i.e. behavioral resistance, moderated the existing relationship among dispositional resistance, organizational contextual factor and employee's intention. Conversely, another component of organizational cynicism, i.e. cognitive resistance, had failed to put any impact on the relationship among trust in management, information about change and continuance commitment. A study conducted on the negative impact of organizational cynicism also explored that organizational commitment and job satisfaction were the main factors to reduce the organizational cynicism (Volpe *et al.*, 2014).

Summary of hypotheses

For a quick review, all the hypotheses results are presented in Table XVI (Figure 3).

418

Hypotheses	Description	Support for $p < 0.05$
H1a	Employees' dispositional resistance has a positive association with intention to quit	Supported
H1b	Behavior resistance moderates the relationship between dispositional resistance and employees' intention to quit	Supported
H2a	Social support against the change initiative has a positive correlation with intention to quit	Supported
H2b	Behavior resistance moderates the association between social support against change and intention to quit	Supported
H3a	Employee participation has a negative link with intention to quit	Supported
H3b	Behavior resistance moderates the association between employees' participation and intention to quit	Supported
H4a	Employees' trust in management has negative connection with intention to quit	Supported
H4b	Behavior resistance moderates the relationship between employees' trust in management and intention to quit	Supported
H5a	Employees' trust in management has a positive relationship with continuance commitment	Supported
H5b	Cognitive resistance moderates the association between employees' trust in management and continuance commitment	Not Supported
H6a	Information about change has a positive effect on continuance commitment	Supported
H6b	Cognitive resistance moderates the relationship between information about change and continuance commitment	Not Supported

Table XVI.
Summary of
hypotheses

Conclusion
This study is conducted to address the conceptual model on organizational cynicism. The overarching model on resistance is presented and investigated successfully. This study explored how organizational cynicism negatively impacts on the privatization process in the absence of trust in change leaders, lack of information, lack of employees participation, dispositional resistance and social support against change. It is very important for management to eradicate cynicism to implement the change efficiently and effectively. Employees' participation in decision-making can reduce the cynicism or resistance, employee's participation has a positive impact on commitment and decrease the employees' turnover intention. Cynicism can be removed by providing positive information about job security, wage award, medical facility and promotion criteria. Today, organizations are more concerned about retaining their professional and valuable employees; therefore, organizational contextual factors are of prime importance to decrease the employees' turnover intention from organizations.

Implications
Organizational cynicism is desperateness, frustration and anger against uncertain change initiatives in public sector organizations. Moreover, it is a faith that means
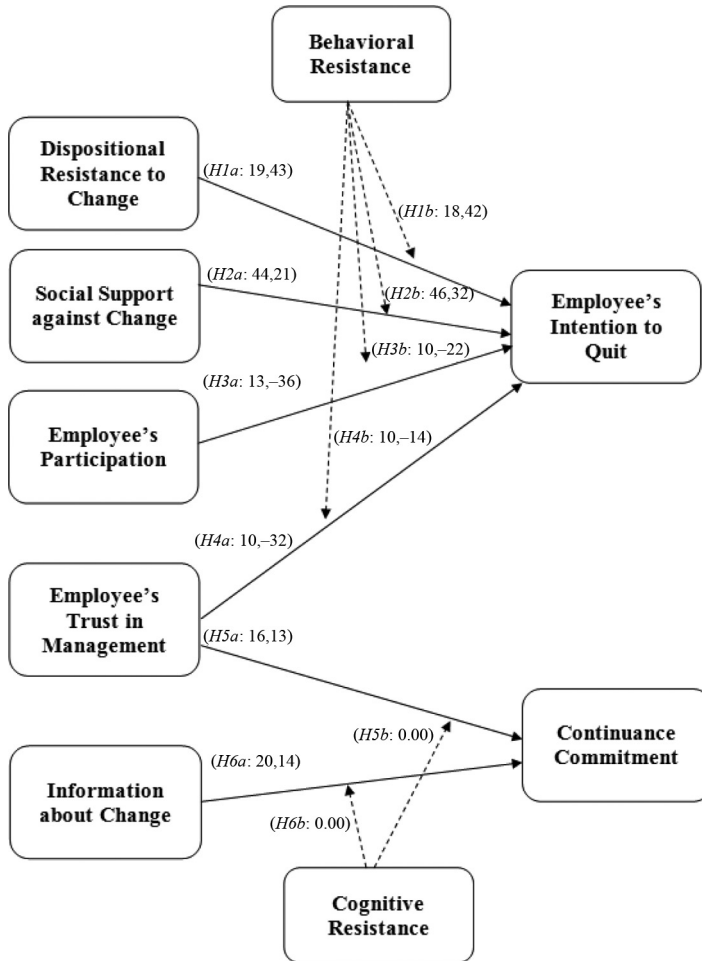
Notes: R^2 and standardized beta coefficient values are shown in Figure 3.
H5b and *H6b* results were insignificant; therefore, the proposed
hypotheses were rejected

Figure 3.
Revised research
model

that the leaders of change lack integrity and fairness, ultimately leading to resistance against the privatization process. Organizational cynicism is considered as employees' negative attitude, e.g. cognitive resistance and destructive behavioral, that negatively influences the privatization process. The management of State Life can eradicate cynicism by providing social support and positive information, i.e. job security, wage award, medical benefits and promotion criteria. The management can clarify the objectives of that change by including employees in decision-making which that can reduce the employee's turnover intention.

Limitations

In this study, a large amount of data were collected from respondents through pencil and paper method by using direct contact. Eaton and Struthers (2002) compared online results with traditional pencil-paper results and they found that organizational cynicism was on extreme in case of Internet. Anonymity of respondents was limited in case of traditional data collection method. Other considerable limitations were purposive sampling and cross-sectional design which were limited the gerneralizability of results.

Future directions

In future, the same model can be examined by different data collection methods, where respondents' anonymity might be more as compared to traditional data collection methods. The same research model can be investigated by collecting data from various public sector organizations that are under the privatization process. Further, longitudinal research can be beneficial to increase the gerneralizability of results. Researchers can examine the same model by taking extra variables, i.e. affective resistance and dependent variables, e.g. employee's performance and job dissatisfaction.

References

Abraham, R. (2000), "Organizational cynicism: bases and consequences", *Genetic, Social, and General Psychology Monographs*, Vol. 126 No. 3, pp. 269-292.

Adams, K.F., Fonarow, G.C., Emerman, C.L., LeJemtel, T.H., Costanzo, M.R., Abraham, W.T. … Investigators (2005), "Characteristics and outcomes of patients hospitalized for heart failure in the United States: rationale, design, and preliminary observations from the first 100,000 cases in the Acute Decompensated Heart Failure National Registry (ADHERE)", *American Heart Journal*, Vol. 149 No. 2, pp. 209-216.

Ahmed Mangi, R. and Ali Jalbani, A. (2013), "Mediation of work engagement between emotional exhaustion, cynicism and turnover intentions", *International Journal of Management Sciences & Business Research*, Vol. 2 No. 7.

Aküzüm, C. (2014), "The effect of organizational justice and organizational cynicism on the organizational commitment: an application in primary education institutions", *Mevlana International Journal of Education (MIJE)*, Vol. 4 No. 3, pp. 48-68.

Appelbaum, S.H., Louis, D., Makarenko, D., Saluja, J., Meleshko, O. and Kulbashian, S. (2013), "Participation in decision making: a case study of job satisfaction and commitment (part one)", *Industrial and Commercial Training*, Vol. 45 No. 4, pp. 222-229.

Baker, C.E. , Vernon-Feagans, L. and Investigators, F.L.P. (2015), "Fathers' language input during shared book activities: links to children's kindergarten achievement", *Journal of Applied Developmental Psychology*, Vol. 36, pp. 53-59.

Barak, M.E.M., Nissly, J.A. and Levin, A. (2001), "Antecedents to retention and turnover among child welfare, social work, and other human service employees: what can we learn from past research? A review and metanalysis", *Social Service Review*, Vol. 75 No. 4, pp. 625-661.

Baron, R.M. and Kenny, D.A. (1986), "The moderator–mediator variable distinction in social psychological research: conceptual, strategic, and statistical considerations", *Journal of Personality and Social Psychology*, Vol. 51 No. 6, p. 1173.

Barton, L.C. and Ambrosini, V. (2013), "The moderating effect of organizational change cynicism on middle manager strategy commitment", *The International Journal of Human Resource Management*, Vol. 24 No. 4, pp. 721-746.

Bateman, G. (2009), "Employee perceptions of co-worker support and its effect on job satisfaction, work stress and intention to quit", *A Dissertation Submitted in Partial Fulfilment of the*

Requirements for the Degree of Masters of Science in Applied Psychology at the Department of Psychology, University of Canterbury.

Beer, M. and Nohria, N. (2000), "Cracking the code of change", *If You Read Nothing Else on Change, Read These Best-Selling Articles*, Vol. 78 No. 3, pp. 133-141.

Bergström, O., Styhre, A. and Thilander, P. (2014), "Paradoxifying organizational change: cynicism and resistance in the Swedish armed forces", *Journal of Change Management*, Vol. 14 No. 3, pp. 384-404.

Blankertz, L.E. and Robinson, S.E. (1997), "Turnover intentions of community mental health workers in psychosocial rehabilitation services", *Community Mental Health Journal*, Vol. 33 No. 6, pp. 517-529.

Bommer, W.H., Rich, G.A. and Rubin, R.S. (2005), "Changing attitudes about change: longitudinal effects of transformational leader behavior on employee cynicism about organizational change", *Journal of Organizational Behavior*, Vol. 26 No. 7, pp. 733-753.

Breckler, S.J. (1984), "Empirical validation of affect, behavior, and cognition as distinct components of attitude", *Journal of Personality and Social Psychology*, Vol. 47 No. 6, p. 1191.

Brown, D.R. and Harvey, D.F. (2011), *An Experiential Approach to Organization Development*, Prentice Hall.

Brown, M. and Cregan, C. (2008), "Organizational change cynicism: the role of employee involvement", *Human Resource Management*, Vol. 47 No. 4, pp. 667-686.

Brown, M., Kulik, C.T., Cregan, C. and Metz, I. (2015), "Understanding the change–cynicism cycle: the role of HR", *Human Resource Management*.

Burke, W.W., Lake, D.G. and Paine, J.W. (2008), *Organization Change: A Comprehensive Reader*, John Wiley & Sons, Vol. 155.

Burkhardt, M.E. (1994), "Social interaction effects following a technological change: a longitudinal investigation", *Academy of Management Journal*, Vol. 37 No. 4, pp. 869-898.

Cammann, C., Fichman, M., Jenkins, G.D. and Klesh, J.R. (1983), "Assessing the attitudes and perceptions of organizational members", *Assessing Organizational Change: A Guide to Methods, Measures, and Practices*, Wiley, New York, NY, pp. 71-138.

Carnall, C.A. (2007), *Managing Change in Organizations*, Pearson Education.

Chawla, A. and Kelloway, E.K. (2004), "Predicting openness and commitment to change", *Leadership & Organization Development Journal*, Vol. 25 No. 6, pp. 485-498.

Chen, M. (2013), "The effect of training on employee retention" Paper presented at the 2014 International Conference on Global Economy, Commerce and Service Science (GECSS-14).

Churchill, G.A. Jr (1979), "A paradigm for developing better measures of marketing constructs", *Journal of Marketing Research*, Vol. 16 No. 1, pp. 64-73.

Cox, A., Marchington, M. and Suter, J. (2009), "Employee involvement and participation: developing the concept of institutional embeddedness using WERS2004", *The International Journal of Human Resource Management*, Vol. 20 No. 10, pp. 2150-2168.

Danışman, A. (2010), "Good intentions and failed implementations: understanding culture-based resistance to organizational change", *European Journal of Work and Organizational Psychology*, Vol. 19 No. 2, pp. 200-220.

Dean, J.W., Brandes, P. and Dharwadkar, R. (1998), "Organizational cynicism", *Academy of Management Review*, Vol. 23 No. 2, pp. 341-352.

Drake, B. and Yadama, G.N. (1996), "A structural equation model of burnout and job exit among child protective services workers", *Social Work Research*, Vol. 20 No. 3, pp. 179-187.

Eaton, J. and Struthers, C.W. (2002), "Using the internet for organizational research: a study of cynicism in the workplace", *CyberPsychology & Behavior*, Vol. 5 No. 4, pp. 305-313.

Eby, L.T., McManus, S.E., Simon, S.A. and Russell, J.E. (2000), "The protege's perspective regarding negative mentoring experiences: the development of a taxonomy", *Journal of Vocational Behavior*, Vol. 57 No. 1, pp. 1-21.

Estryn-Béhar, M., Van der Heijden, B.I., Ogińska, H., Camerino, D., Le Nézet, O., Conway, P.M., Fry, C and Hasselhorn, H.-M. (2007), "The impact of social work environment, teamwork characteristics, burnout, and personal factors upon intent to leave among European nurses", *Medical Care*, Vol. 45 No. 10, pp. 939-950.

Fleming, P. (2005), "Workers' playtime? Boundaries and cynicism in a "culture of fun" program", *The Journal of Applied Behavioral Science*, Vol. 41 No. 3, pp. 285-303.

Fullan, M. (2010), "Motion leadership", *The Skinny on Becoming Hange Savvy*.

George, D. and Mallery, M. (2003), *Using SPSS for Windows Step by Step: A Simple Guide and Reference*, Allyn y Bacon, Boston, MA.

Gibbons, D.E. (2004), "Friendship and advice networks in the context of changing professional values", *Administrative Science Quarterly*, Vol. 49 No. 2, pp. 238-262.

Gray, J.A. and Muramatsu, N. (2013), "When the job has lost its appeal: Intentions to quit among direct care workers", *Journal of Intellectual and Developmental Disability*, Vol. 38 No. 2, pp. 124-133.

Hair, J.F. (2010), *Multivariate Data Analysis*, Prentice Hall.

Hair, J.F., Anderson, R.E., Tatham, R.L. and Black, W.C. (1998), *Multivariate Analysis*, Prentice Hall International, Englewood.

Hair, J.F., Ringle, C.M. and Sarstedt, M. (2011), "PLS-SEM: indeed a silver bullet", *The Journal of Marketing Theory and Practice*, Vol. 19 No. 2, pp. 139-152.

Hanif, M., Khan, Y.S. and Zaheer, A. (2014), "Impact of organizational resistance to change on BPR implementation: a case of state bank of Pakistan", *European Journal of Business and Management*, Vol. 6 No. 4, pp. 186-196.

Ince, M. and Turan, S. (2011), "Organizational cynicism as a factor that affects the organizational change in the process of globalization and an application in Karaman's public institutions", *European Journal of Economics, Finance and Administrative Sciences*, Vol. 37 No. 37, pp. 104-121.

Jung, H.S., Yoon, H.H. and Kim, Y.J. (2012), "Effects of culinary employees' role stress on burnout and turnover intention in hotel industry: moderating effects on employees' tenure", *The Service Industries Journal*, Vol. 32 No. 13, pp. 2145-2165.

Kalyal, H.J. and Saha, S.K. (2008), "Factors affecting commitment to organizational change in a public sector organization", *NUST Journal of Business and Economics*, Vol. 1 No. 1, pp. 1-10.

Kalyal, H.J. and Sverke, M. (2011), "The role of trust in decision makers as a moderator in the relationship between qualitative job insecurity and affective commitment to change", *Pakistan Journal of Psychological Research*, Vol. 25 No. 1.

Kasemsap, K. (2013), "Innovative human resource practice: a synthesized framework and causal model of leader-member exchange, organizational justice, job satisfaction and organizational citizenship behavior", *International Journal of e-Education, e-Business, e-Management and e-Learning*, Vol. 3 No. 1, pp. 13-17.

Knudsen, H.K., Ducharme, L.J. and Roman, P.M. (2008), "Clinical supervision, emotional exhaustion, and turnover intention: a study of substance abuse treatment counselors in the Clinical Trials Network of the National Institute on Drug Abuse", *Journal of Substance Abuse Treatment*, Vol. 35 No. 4, pp. 387-395.

Konovsky, M.A. and Cropanzano, R. (1991), "Perceived fairness of employee drug testing as a predictor of employee attitudes and job performance", *Journal of Applied Psychology*, Vol. 76 No. 5, p. 698.

Korzilius, H. (2010), "Quantitative analysis in case study", *Encyclopedia of Case Study Research*, SAGE Publications, Thousand Oaks, CA.

Kotter, J.P. and Cohen, D.S. (2002), *The Heart of Change: Real-life Stories of how People Change Their Organizations*, Harvard Business School Press.

Kotter, J.P. and Schlesinger, L.A. (2008), "Choosing strategies for change" *Harvard Business Review*, Vol. 86 Nos 7/8, p. 130.

Krosnick, J.A. and Fabrigar, L.R. (1997), "Designing rating scales for effective measurement in surveys", *Survey Measurement and Process Quality*, pp. 141-164.

Lee, R.T. and Ashforth, B.E. (1993a), "A further examination of managerial burnout: toward an integrated model", *Journal of Organizational Behavior*, Vol. 14 No. 1, pp. 3-20.

Lee, R.T. and Ashforth, B.E. (1993b), "A Longitudinal Study of Burnout among Supervisors and Managers: comparisons between the Leiter and Maslach (1988) and Golembiewski *et al.* (1986) Models", *Organizational Behavior and Human Decision Processes*, Vol. 54 No. 3, pp. 369-398.

Leiter, M.P. and Meechan, K.A. (1986), "Role structure and burnout in the field of human services", *The Journal of Applied Behavioral Science*, Vol. 22 No. 1, pp. 47-52.

Lines, R. (2004), "Influence of participation in strategic change: resistance, organizational commitment and change goal achievement", *Journal of Change Management*, Vol. 4 No. 3, pp. 193-215.

Lucko, G. and Rojas, E.M. (2009), "Research validation: challenges and opportunities in the construction domain", *Journal of Construction Engineering and Management*, Vol. 136 No. 1, pp. 127-135.

Macinko, J., Starfield, B. and Shi, L. (2003), "The contribution of primary care systems to health outcomes within organization for economic cooperation and development (OECD) countries, 1970-1998", *Health Services Research*, Vol. 38 No. 3, pp. 831-865.

Mack, D.A., Nelson, D.L. and Quick, J.C. (1998), "The stress of organisational change: a dynamic process model", *Applied Psychology*, Vol. 47 No. 2, pp. 219-232.

Mann, C. (2003), "'Observational research methods', Research design II: cohort, cross sectional, and case-control studies", *Emergency Medicine Journal*, Vol. 20 No. 1, pp. 54-60.

Maslach, C. and Jackson, S.E. (1981), "The measurement of experienced burnout", *Journal of organizational Behavior*, Vol. 2 No. 2, pp. 99-113.

Meyer, J.P. and Allen, N.J. (1991), "A three-component conceptualization of organizational commitment", *Human Resource Management Review*, Vol. 1 No. 1, pp. 61-89.

Meyer, J.P., Allen, N.J. and Smith, C.A. (1993), "Commitment to organizations and occupations: extension and test of a three-component conceptualization", *Journal of Applied Psychology*, Vol. 78 No. 4, p. 538.

Miller, K.I. (1988), "Cultural and role-based predictors of organizational participation and allocation preferences", *Communication Research*, Vol. 15 No. 6, pp. 699-725.

Miller, V.D., Johnson, J.R. and Grau, J. (1994), "Antecedents to willingness to participate in a planned organizational change", *Journal of Applied Communication Research*, Vol. 22 No. 1, pp. 59-80. doi: 10.1080/00909889409365387.

Milliken, F.J. (1987), "Three types of perceived uncertainty about the environment: state, effect, and response uncertainty", *Academy of Management Review*, Vol. 12 No. 1, pp. 133-143.

Mishra, J. and Morrissey, M.A. (1990), "Trust in employee/employer relationships: a survey of West Michigan managers", *Public Personnel Management*, Vol. 19 No. 4.

Mishra, J. and Morrissey, M.A. (2000), "Trust in employee/employer relationships: a survey of West Michigan managers", *Seidman Business Review*, Vol. 6 No. 1, p. 9.

Mohamed, M.S., Kader, M.M.A. and Anisa, H. (2012), "Relationship among organizational commitment, trust and job satisfaction: an empirical study in banking industry", *Research Journal of Management Sciences*, Vol. 1 No. 2, ISSN 2319-1171.

Nafei, W.A. (2013), "Examining the relationship between organizational cynicism and organizational change: a study from Egyptian context", *Journal of Business Administration Research*, Vol. 2 No. 2.

Nissly, J.A., Barak, M.E.M. and Levin, A. (2005), "Stress, social support, and workers' intentions to leave their jobs in public child welfare", *Administration in Social Work*, Vol. 29 No. 1, pp. 79-100.

Njie, B. and Asimiran, S. (2014), "Case study as a choice in qualitative methodology", *IOSR Journal of Research and Method in Education, (IOSR-JRME) e-ISSN: 2320–7388, p-ISSN: 2320–737X*, Vol. 4 No. 3, pp. 35-40.

O'Brien, A.T., Alexander Haslam, S., Jetten, J., Humphrey, L., O'Sullivan, L., Postmes, T., Eggins, R.A. and Reynolds, K.J. (2004), "Cynicism and disengagement among devalued employee groups: the need to ASPIRe", *Career Development International*, Vol. 9 No. 1, pp. 28-44.

Oreg, S. (2003), "Resistance to change: developing an individual differences measure", *Journal of Applied Psychology*, Vol. 88 No. 4, p. 680.

Oreg, S. (2006), "Personality, context, and resistance to organizational change", *European Journal of Work and Organizational Psychology*, Vol. 15 No. 1, pp. 73-101.

Pelit, E. and Pelit, N. (2014), "The effects of mobbing on organizational cynicism: a study on hotels in Turkey", *International Journal of Human Resource Studies*, Vol. 4 No. 1, pp. 34-56.

Petrie, A., Bulman, J. and Osborn, J. (2002), "Further statistics in dentistry Part 6: multiple linear regression", *British Dental Journal*, Vol. 193 No. 12, pp. 675-682.

Peus, C., Frey, D., Gerkhardt, M., Fischer, P. and Traut-Mattausch, E. (2009), "Leading and managing organizational change initiatives", *Management Revue*, Vol. 20 No. 2, pp. 158-175.

Piderit, S.K. (2000), "Rethinking resistance and recognizing ambivalence: a multidimensional view of attitudes toward an organizational change", *Academy of Management Review*, Vol. 25 No. 4, pp. 783-794.

Pierce, J.L., Gardner, D.G., Cummings, L.L. and Dunham, R.B. (1989), "Organization-based self-esteem: construct definition, measurement, and validation", *Academy of Management Journal*, Vol. 32 No. 3, pp. 622-648.

Polat, S. and Gungor, G. (2014), "Relationship between organizational change cynicism and some variables in Turkish public schools", *Anthropologist*, Vol. 18 No. 3, pp. 1019-1027.

Radhakrishna, R.B. (2007), "Tips for developing and testing questionnaires/instruments", *Journal of Extension*, Vol. 45 No. 1, pp. 1-4.

Reichers, A.E., Wanous, J.P. and Austin, J.T. (1997), "Understanding and managing cynicism about organizational change", *The Academy of Management Executive*, Vol. 11 No. 1, pp. 48-59.

Sahin, A. and Aspinar, Y. (2013), "Relationship between cynicism and commitment in organizations: a field study".

Samantrai, K. (1992), "Factors in the decision to leave: retaining social workers with MSWs in public child welfare", *Social Work*, Vol. 37 No. 5, pp. 454-458.

Sekaran, U. and Bougie, R. (2010), *Research Methods for Business: A Skill Building Approach*, London, Wiley.

Shahzad, A. and Mahmood, Z. (2012), "The mediating-moderating model of organizational cynicism and workplace deviant behavior: (evidence from banking sector in Pakistan)", *Middle-East Journal of Scientific Research*, Vol. 12 No. 5, pp. 580-588.

Shaw, J.B., Fields, M.W., Thacker, J.W. and Fisher, C.D. (1993), "The availability of personal and external coping resources: their impact on job stress and employee attitudes during organizational restructuring", *Work & Stress*, Vol. 7 No. 3, pp. 229-246.

Simons, K.V. and Jankowski, T.B. (2007), "Factors influencing nursing home social workers' intentions to quit employment", *Administration in Social Work*, Vol. 32 No. 1, pp. 5-21.

Stanley, D.J., Meyer, J.P. and Topolnytsky, L. (2005), "Employee cynicism and resistance to organizational change", *Journal of Business and Psychology*, Vol. 19 No. 4, pp. 429-459.

Tongco, M.D.C. (2007), *Purposive Sampling as a Tool for Informant Selection*, University of Hawaii at Manoa, Hawaii.

Volpe, R.L., Mohammed, S., Hopkins, M., Shapiro, D. and Dellasega, C. (2014), "The negative impact of organizational cynicism on physicians and nurses", *The Health Care Manager*, Vol. 33 No. 4, pp. 276-288.

Wanberg, C.R. and Banas, J.T. (2000), "Predictors and outcomes of openness to changes in a reorganizing workplace", *Journal of Applied Psychology*, Vol. 85 No. 1, p. 132.

Wanous, J.P., Reichers, A.E. and Austin, J.T. (2000), "Cynicism about organizational change measurement, antecedents, and correlates", *Group & Organization Management*, Vol. 25 No. 2, pp. 132-153.

Watt, J.D. and Piotrowski, C. (2008), "Organizational change cynicism: a review of the literature and intervention strategies", *Organization Development Journal*, Vol. 26 No. 3.

Wilmot, A. (2005), "Designing sampling strategies for qualitative social research: with particular reference to the office for national statistics' qualitative respondent register", *Survey Methodology Bulletin-Office for National Statistics*, pp. 56-53.

Yin, R.K. (2003), *Case Study Research: Design and Methods*, SAGE Publications.

Further reading

Levin, K.A. (2006), "Study design III: cross-sectional studies", *Evidence-Based Dentistry*, Vol. 7 No. 1, pp. 24-25.

About the authors
Usman Aslam completed his MS (BA) from Virtual University of Pakistan with distinction after getting second position in the country. Now, he is a PhD Scholar in the Superior University of Pakistan and is working on numerous papers, i.e. injustice, intelligence, readiness for change, cynicism and knowledge management strategies importance for change. Usman Aslam is the corresponding author and can be contacted at: Usmanbest786@gmail.com or mb120400163@vu.edu.pk

Muhammad Irfanullah Arfeen is an Assistant Professor of the Department of Management Sciences, and Deputy Director at the Quaid-i-Azam University. He spent one year as Doctoral Research Visitor at the Manchester Institute of Innovation Research (MIoIR), Manchester Business School in the University of Manchester, United Kingdom. He published his research papers in the impact factor and HEC-recognized journals. He has presented many research papers in different conferences. Also, he got full sponsorship to present his paper in ICTD 2012, which was hosted by the Georgia Institute of Technology, USA. He participated in a short course titled "Seminar on e-Governance for Developing Countries" sponsored by the Ministry of Commerce, PR of China.

Wahbeeah Mohti is a PhD scholar (Finance) from Muhammad Ali Jinnah University Islamabad. She is associated with Virtual University of Pakistan since 2.5 years as a faculty member. She has presented her first paper at the 2nd AIB-MENA conference Dubai, UAE. Her four research papers are under review in different HEC-recognized journals, and three papers are in the pipeline.

Ubaid Ur Rehman completed his MS in marketing from the Virtual University of Pakistan. He has served many multinational companies, i.e. Levis, as a Brand Manager. Now, he is a PhD Scholar at the Superior University of Lahore, Pakistan. He is working in State Life Insurance Corporation of Pakistan as a Manager (P&GS).