PREDICTORS AND OUTCOME OF ORGANIZATIONAL CYNICISM AND THEMODERATED MEDIATING EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT AMONG NURSES IN PAKISTAN

YASIN MUNIR

UNIVERSITI TEKNOLOGI MALAYSIA

PREDICTORS AND OUTCOME OF ORGANIZATIONAL CYNICISM AND THE
MODERATED MEDIATING EFFECT OF PERCEIVED ORGANIZATIONAL
SUPPORT AMONG NURSES IN PAKISTAN

YASIN MUNIR

A thesis submitted in fulfilment of the
requirements for the award of the degree of
Doctor of Philosophy (Management)

Faculty of Management
UniversitiTeknologi Malaysia

JUNE 2015

I dedicate this dissertation to my parents, my spiritual mentor HazoorQibla Syed Munir Hussain Shah Sahib (D.B.A) and Hazrat Ali Usman Hajvairi (Data Ganj Bakhash) R.A

ACKNOWLEDGEMENT

ABSTRACT

Over the years, researchers in the field of management have tried to explore the factors of negative attitudes among healthcare services staff. However, related studies in the context of organizational cynicism are limited. Thus, it is essential to investigate the factors and outcomes of organizational cynicism among the healthcare services staff. The current study aimed to establish the relationship of perception of ethical climate, horizontal violence and authentic leadership style as predictors and turnover intention as an outcome of organizational cynicism along the moderated mediating effect of perceived organizational support in the nursing profession. The study used a quantitative research design, and eight hundred and seventy questionnaires were distributed to collect data from nursing staff working in Punjab region of Pakistan using a non-probability multistage sampling technique. Exploratory factor analysis (EFA), confirmatory factor analysis (CFA), multivariate data normality tests, descriptive statistics and structural equation modeling (SEM) were applied to analyze the data. The results revealed a statistically significant direct relationship among the perceptions of ethical climate, horizontal violence, authentic leadership style, organizational cynicism and turnover intention. Subsequently, results showed the full mediating effect of organizational cynicism between perception of ethical climate and turnover intention while no mediation was found between horizontal violence and turnover intention. Additionally, results indicated a partial mediating effect of organizational cynicism between authentic leadership style and turnover intention. On the contrary, moderated mediating relationship of perceived organizational support could not proceed because of the insignificant mediating effect of organizational cynicism between horizontal violence and turnover intention. Findings of the current study contributed to the literature of organizational behavior by exploring the factors and outcomes of cynicism among healthcare services staff. The study has also practical implications for nursing managers and the Ministry of Health, Pakistan as the findings would enable them to understand the factors which directly or indirectly affect the negative attitudes among healthcare services staff.

ABSTRAK

Sejak beberapa tahun yang lalu, penyelidik dalam bidang pengurusan telah mencuba untuk menerokai faktor-faktor yang menyumbang kepada sikap negatif dalam kalangan pekerja perkhidmatan kesihatan. Walau bagaimanapun, kajian berkaitan dalam konteks sinisme organisasi adalah terhad. Justeru, adalah penting satu kajian dilaksanakan untuk mengenal pasti faktor-faktor dan hasil daripada sinisme organisasi dalam kalangan staf perkhidmatan kesihatan. Kajian ini bermatlamat untuk menentukan hubungan persepsi iklim etika, keganasan mendatar dan gaya kepimpinan autentik sebagai peramal dan hasrat pusing ganti sebagai satu hasil daripada sinisme organisasi bersama-sama dengan kesan pengantaraan tersederhana persepsi sokongan organisasi dalam profesion kejururawatan. Kajian ini menggunakan kajian rekabentuk kuantitatif dan lapan ratus tujuh puluh soal selidik telah diedarkan untuk mengumpul data daripada pekerja kejururawatan yang bekerja di wilayah Punjab, Pakistan, menggunakan teknik persampelan bukan kebarangkalian berbilang tahap. Analisis faktor penerokaan (EFA), analisis faktor pengesahan (CFA), ujian kenormalan data multivariat, statistik deskriptif, dan model persamaan struktur (SEM) telah digunakan untuk menganalisis data. Dapatan menunjukkan hubungan langsung yang signifikan secara statistik antara persepsi iklim etika, keganasan mendatar, gaya kepimpinan autentik, sinisme organisasi dan hasrat pusing ganti. Tambahan lagi, keputusan kajian menunjukkan kesan perantara penuh sinisme organisasi antara persepsi iklim etika dan hasrat pusing ganti, manakala tiada perantara ditemui antara keganasan mendatar dan hasrat pusing ganti. Disamping itu, hasil kajian juga menunjukkan bahawa terdapat kesan perantara separa sinisime organisasi antara gaya kepimpinan autentik dan hasrat pusing ganti. Walau bagaimanapun, hubungan perantara tersederhana berkaitan persepsi terhadap sokongan organisasi tidak dapat dikenal pasti memandangkan kesan perantara yang tidak signifikan sinisme organisasi antara keganasan mendatar dan hasrat pusing ganti. Dapatan kajian ini menyumbang kepada kepustakaan dalam bidang gelagat organisasi dengan menyelidiki faktor-faktor dan hasil daripada sinisme dalam kalangan pekerja perkhidmatan kesihatan. Kajian juga mempunyai implikasi praktikal kepada pengurus kejururawatan dan Kementerian Kesihatan, Pakistan, dimana dapatan kajian dapat membolehkan mereka memahami faktor-faktor yang secara langsung atau tidak langsung menyumbang kepada sikap negatif dalam kalangan pekerja perkhidmatan kesihatan.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS

PEC	-	Perception of Ethical Climate
HV	-	Horizontal Violence
ALS	-	Authentic Leadership Style
OC	-	Organizational Cynicism
POS	-	Perceived Organizational Support
TI	-	Turnover Intention
SPSS	-	Statistical Package for Social Sciences
AMOS	-	Analysis of Moment Structure
EFA	-	Exploratory Factor Analysis
CFA	-	Confirmatory Factor Analysis
VIF	-	Variance Inflation Factor
ICU	-	Intensive Care Unit
CCU	-	Conroy Care Unit
MSA	-	Measure of Sampling Adequacy
KMO	-	Kaiser-Meyer-Olkin Measure of Sampling Adequacy
BTS	-	Bartlett's Test of Sphericity
CMIN	-	Minimum Chi-square
GFI	-	Goodness of Fit Index
RMR	-	Root Mean Square Residual
RMSEA	-	Root Mean Square Error of Approximation
NFI	-	Normed Fit Index
TLI	-	Tucker Lewis Index
CFI	-	Comparative Fit Index
AGFI	-	Adjusted Goodness of Fit Index

LIST OF APPENDICES

CHAPTER 1

INTRODUCTION

1.1   Background of the Study

Organizations flourish because of favorable work attitudes of their employees. However, in many organizations unfavorable attitudes among employees are being explored deliberately. According to attitude theory, attitude is a disposition to respond favorably or unfavorably to an object, person, institution, or event (Ajzen, 1994). A recent survey conducted by Shehzad and Malik (2014) in the health care sector of Pakistanfound that the health care sector of Pakistan faces critical issues regarding the attitude of health care staff. An emerging topic in this context is organizational cynicism, which has been defined as:

''A negative attitude toward one's employing organization, comprising three elements: (1) a belief that the organization lacks integrity; (2) negative affect toward the organization; and (3) tendencies to disparaging and critical behavior toward the organization that are consistent with these beliefs and affect'' (Dean, Brandes and Dharwadkar, 1998: 345).

Cynicism is determined by frustration, disillusionment, hopelessness and it is an attitude which is related to distrust, contempt and disgust (Andersson, 1996). Moreover, Tokgöz and Yılmaz (2008) reportedthat cynical people have disappointed and pessimistic

thoughts.Cynics show sympathy to people and think about their own interest and claim others as selfish and create unpleasant environment which increases turnover intention (Bernerth*et al.,* 2007). Similarly, Chiaburu*et al.* (2013) found a positive relationship between cynicism and turnover intention. Moreover, Laschinger*et al.* (2009) found that cynicism is the strongest predictor of turnover intentions. Likewise, Leiter and Maslach (2009) analyzed that organizational cynicism enhance turnover intentions among employees. In line with this context, Shahzad and Malik (2014) found that negative attitude increases turnover intentions among nurses. In another study, Suzuki *et al.* (2010) found that novice nurses intendto quit their jobs immediately after the first 15-months of their appointment. Moreover, the authors concluded that cynicism was revealed to be the most significant factor affecting the turnover intention in novice nurses.

In line with this study, Lee*et al.* (2013) pointed out that cynical attitude resulted in establishing a poor ethical climate that further effects employee attitude. Similarly, Karatepe and Agbaim (2012) found that healthcare professionals encounter serious ethical problems in providing their services. These ethical problems in practice result in negative attitude. Likewise, Wojtowicz, *et al.* (2013) pointed out that poor ethical climates stem from doubt, fear, frustration and cynical attitudes among employees. In another study, Stachowicz-Stanusch and Simha (2013) argued that the perception of ethical climate strongly predicts employee attitude while they expect strong socialization with each other.

Within the aforementioned context, the social exchange theory supports this assumption. According to Blau (1964) social exchange theory exists when individuals have expectations from others and attract people for their own self-interest. Their self-centered approach produces cynicism among employees. For instance, Maris and Kantar (1991) argued that self-centered people create a more cynical climate in the organization and engage in violent behaviors. Extending this argument, Shehzad and Malik (2014) found that the nursing professionin Pakistan is facing very serious issues of violence among staff because of cynical attitude and turnover intention. According to Laschinger and Grau (2012) horizontal violence embraces any kind of behavior that creates a sense of isolation andfeelings of being under attack and devalued in the target health care staff

and in this way targeted staff become cynical. According to Duffy (1995) horizontal violence can be viewed as non-physical hostility, such as criticism, sabotage, undermining, infighting and backbiting. In addition, Hurst and Smith (2011) discussed that horizontal violence is predominant in health care because of cynical attitude of employees. The authors further explained that horizontal violence is more common in health care organizations than in other work settings. Similarly, Ruby *et al.* (2012) agreed with Hurst and Smith (2011) and found that horizontal violence is the main factor of incidence and strongly predict cynicism, particularly in nursing profession. For instance, Somani *et al.* (2012) reported 80% prevalence of horizontal violence was due to the negative image of nursing staff in hospitals.

Subsequently, Laschinger and Fida (2013) found that the role of leadership is very important in preventing cynical attitudes and the shaping of a positive working environment. According to Walumbwa *et al.* (2008: 95) authentic leadership is defined as "a pattern of leader behavior that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balanced processing and relational transparency". For instance, Stokes (2013) found that the role of leadership accounted for 53% oforganizational cynicism. Additionally, Laschinger and Fida (2013) argued that authentic leadership style mitigates negative attitudes among employees more precisely than other leadership styles. According to Walumbwa *et al.* (2008) authentic leaders display four types of behaviors. These include balanced processing, internalized moral perspective, relational transparency, and self-awareness which significantly affectscynical attitudes. In addition, Wu, *et al.* (2007) examined the relationship of leadership behavior with negative attitude and found a strong predictor of cynicism.

Another issue reported in the literature is that poor organizational support causes a negative attitude among employees. Social exchange theory addresses the psychological processes underlying consequences of perceived organizational support. In line with this context, James (2005) found that perceived organizational support is a strong predictor of organizational cynicism. In another instance, Nixon *et al.* (2011)found negative relationship between perceived organizational support and negative

attitudes. Additionally, Forootan (2012) found that perceived organizational support reduces the level of negative attitudes among employees. Similarly, Campana and Hammoud (2013) found that those employees who receive high organizational support yield less toward cynicism and therefore, cynical people have less intention to quit the organization.

Consequently, addressing all the aforementioned problems was the motivation of the present study. Therefore, the purpose of this study was to investigate the perception of ethical climate, horizontal violence and authentic leadership as predictors of organizational cynicism and turnover intention as its outcome along with the moderated mediating effect of perceived organizational support in nursing staff.

1.2   Nursing issues in Pakistan

Nurses in Pakistan are facing very critical issues related to workplace violence, poor leadership and less organizational support (Somani and Khowaja, 2012). According to Economic survey of Pakistan (2012), Pakistan is facing shortage of 60,000 nurses and among the top 57 countries where the nursing to patient ratio is very poor and producing nurses very slowly while the turnover ratio is also increasing day by day (WHO, 2014). At present in Pakistan, there are 972 hospitals, 4,842 dispensaries, 5,374 basic health units and 909 maternity and child health centers. During 2011-12, there are 76,244 nurses and 108,137 hospital beds in the country. However, population of Pakistan is estimated 180.71 million, which shows population growth rate 2.03 percent in 2011-12. Thus, the nursing to population ratio in Pakistan for 2012 is 1:2360. The current nurse-patient ratio is nearly 1:50. The nurse: physician ratio was 1:2.5 (Pakistan economic survey, 2012). In Pakistan for every ten thousand of population there are 4 nurses compared to 14 in Iran, 13 in India, 17 in Sri Lanka and 3 in Bangladesh (WHO, 2010).Moreover, Shehzad and Malik (2014) argued that turnover of skilled employees in healthcare services is quite frightening and in Pakistan the ratio of turnover intention is at high peak. However, Mobley et al. (1979) proposed turnover intentions as key antecedents of turnover.

Pakistan is facing hindrance in attracting new people and producing required number of nursing staff due to social unrest, inadequate number of institutes to provide quality nursing education, deprived status in the society, lack of ethical climate, lack of career growth, insufficient learning and education, absence of harassment laws implementation, lower salaries and incentives, below standard working conditions in both public and private hospitals and inadequate retention policies (Khowaja, 2009).

In this scenario, reducing cynical attitude among nurses towards the hospitals and colleagues is another challenge. Similarly, Ruby *et al.* (2012) argued that nursing profession in Pakistan is very negatively portrayed by the society and even by the media. They analyzed that 76% nurses experienced physical violence and 44% experienced body injuries while 78.4% of the incidents of violence are because of the attendants of the patients. They also directed for further research to prevent violation. Similarly, Somani *et al*. (2012) reported 80% prevalence of violence in public healthcare settings and 84% in private sector. They found that the major cause of prevalence of violence in health care is the negative image of nurses in Pakistani society.

Table 1.1 shows the details of nurses working in different hospitals of punjab Pakistan. There is a still shortage of 2373 charge nurses in punjab and the health department of punjab required 8925 additional charge nurses to fill the gap in hospitals. Therefore, the motivation of the current study is to empirically investigate the relationship of perception of ethical climate, horizontal violence and authentic leadership style with organizational cynicism and turnover intention along with the moderated mediating effect of percieved organizational support among nurses in Pakistan.

Table 1.1   Details of Nursing Officers Working in Various Institutions in Punjab

Sr.	Posts	Sanctioned	Filled	Vacant	Requirement according PNC	Additional Requirement
1	Charge Nurses	11065	8692	2373	19990	8925
2	Head Nurses	1057	688	369	5971	4945
3	Dy. Nur Superintendent	5	-	-	17	12
4	Nursing Superintende	46	29	17	62	16
5	Nursing Supervisor	Nil	Nil	Nil	126	126
6	Assistant Dire Nursing	2	2	Nil	4	2
7	Deputy Chief Nur Superintendent.	10	2	14	30	14
8	Deputy Director	1	-	-	2	1
9	D.G Nursing	1	1	-	-	-

Source: (Punjab Health Department, 2013)

1.3   Problem Statement and Research Questions

Over the last decade, ethical climate in healthcare has been a subject of interest to many researchers(Mumtaz*et al.*2013). According to Victor and Cullen (1987) perception of ethical climate has been defined as the shared perceptions of what ethically correct behavior is and how ethical issues should be handled. Moreover, they argued that lack of

ethical climate induces a cynical attitude among employees and fortifiestheir turnover intention. Similarly, Karatepe and Agbaim (2012) conducted a study in Abuja, the capital city of Nigeria and found that strong ethical climate mitigates cynical attitude among employees towards the institute and their colleagues. The authors investigated job satisfaction and organizational performance as an outcome of perception of ethical climate and warranted further study should address turnover intention.

Similarly, Wilson *et al.* (2013) conducted a study in health care organizations and found that ethically distressed healthcare staff is cynical towards the hospital as well as their coworkers. The authors argued that poor ethical climate increases ethical concerns that affects not only health care professionals and administrators, but also the hospital's perception, including patients, third-party payers, and legislators. In addition, Wojtowicz, Hagen and Smith (2013) conducted a study in healthcare on Canadian baccalaureate nursing students who reported on their experiences of moral distress during a 13-week clinical rotation in inpatient psychiatric units. Overall, nursing students reported significant moral distress due to poor ethical climate and argued that they will quit their job because of cynical attitude of the staff.

Likewise, Stanusch and Simha (2013) conducted a study in Poland based on 200 healthcare professionals of seven hospitals and found a significant relationship between caring, instrumental, independence, law and code, and rules climate with negative consequences. Up to the best knowledge of the researcher, perception of ethical climate has not been investigated as a predictor of organizational cynicism. However, limited studies have been found in which the relationship between perception of ethical climate and job burnout was investigated. According to Maslach and Jackson (1981), job burnout is defined as a syndrome of emotional exhaustion and cynicism that occurs frequently among individuals who do 'people-work' of some kind. However, this conceptualization has provided only partial insight into the phenomenon of cynicism within organizations. Unfortunately, this is the case because such conceptualizations do not reflect an integrated and systematic approach that conceptually and empirically investigates the process of organizational cynicism development and its effects on organizations and employees (Dean *et al.,* 1998). The present study bridges this theoretical gap by

investigating the relationship of perception of ethical climate as a predictor of organizational cynicism and further its impact on turnover intention. Therefore, the researcher offered the first research question of this study as:

RQ1: Isperception of ethical climate a significant predictor of organizational cynicism and turnover intention in nursing staff?

In addition to the aforementioned issues regarding organizational cynicism, a study was conducted by Laschinger and Grau (2012) in Ontario, Canada based ona sample of 165 nursing staff. The authors found that horizontal violence contributes 19.6% to organizational cynicism. According to Duffy (1995) horizontal violence can be viewed as non-physical hostility, such as criticism, sabotage, undermining, backbiting and bickering. Similarly, Cassirer *et al.* (2002) used bullying as an interchangeable term for horizontal violence and discussed issues such as yelling, belittling, swearing, ignoring and dismissing. In addition, Ruby *et al.* (2012) found that 76% of nurses experienced physical violence and 44% experienced body injuries while 78.4% of the incidents of violence are because of the patients. The authors further pointed out that horizontal violence accelerated the cynical attitude towards hospital by 61.8% and by 36.3% in turnover intention.

Similarly, Somani *et al.* (2012) conducted a study in Sindh province of Pakistan and reported many incidence of horizontal violence in public health care settings. The authorsfound that the major cause of the prevalence of violence in nursing is the negative image of nurses in Pakistani society. As a result, many young nurses intend to quit their profession. Similarly, Laschinger and Fida (2013) conducted a study in Ontario, Canada from 205 health care staff and found a strong relationship between horizontal violence and cynicism and suggested that in future studies this relationship should be investigated more explicitly. Moreover, providing further support to the above issue, Hogh, Hoel and Carneiro (2011) conducted a three wave study among Danish health care workers in Denmark. The authors targeted 2154 respondents who participated in all three waves of data analysis. They reported that 9.2% were the target of horizontal violence at work in the 1st year after graduation and 1.8% were targeted frequently. Their follow-up analysis

showed a strong relationship between exposure to horizontal violence at Time 2 and turnover intention at Time 3. The authorsexpressed that all these cases were because of cynicism among employees. In prior literature, organizational cynicism has not been investigated with horizontal violence explicitly. However, few studies found the relationship of horizontal violence with burnout and few studies investigated the relationship of horizontal violence with turnover intention. Therefore, the researcher attempts to fill this theoretical gap by investigating the following research question.

RQ2: Ishorizontal violence a significant predictor of organizational cynicism and turnover intention in nursing staff?

In addition to the prior issues of organizational cynicism, Laschinger and Fida (2013)conducted a study in Ontario, Canada from 205 nursing staff and found that the role of leadership is very important in preventing cynical attitudes, shaping a positive working environment as well as reducing turnover intentions among employees. Further, the authors found a strong correlation between authentic leadership and cynicism. Stokes (2013) conducted a two wave study in Virginia and data was collected from 191 respondents at time 1 and 178 at time 2. The results found that leadership accounted for 53% of organizational cynicism and further the authors warranted an empirical investigation of authentic leadership. Additionally, Wu, Neubert and Yi (2007) conducted a study in China on a sample of 469 employees and investigated strong negative relationship of transformational leadership with organizational cynicism. Further, the authors suggested that in future studies authentic leadership style should also be examined.

Moreover, Rittschof (2013) conducted a study in Walden University and investigated the relationship role of leadership with organizational cynicism and found a strong correlation between leadership and organizational cynicism and strong negative relationship with turnover intention. Similarly, Thomas and Lankau (2009) conducted a survey in healthcare services and data was obtained from 422 healthcare employees to investigate the impact of leadership on organizational cynicism. The authors found significant negative association and directed that in future studies authentic leadership

style should be examined. In previous literature of organizational cynicism, the tendency of the researcher was more towards transformational leadership while authentic leadership behaviors were relatively less discussed. However,few studies found in which only direct relationhsip of authentic leadership style was investigatedwithorganizational cynicism, but the literature is still lacking to explicitly discuss this relationship (Stokes, 2013). To contribute in existing literature and fill this theoretical gap, the current study offers the following research question.

RQ3: Is authentic leadership style a significant predictor of organizational cynicism and turnover intention in nursing staff?

In extensionto the aforementioned problems, Schaefer (2010) conducted a study in Paris and data was collected from a total of 84 supervisors and subordinates. Results indicated a strong mediating effect of organizational cynicism between leader-member exchange and job outcomes. Furthermore, Kim *et al.* (2009) conducted a study in Hong Kong and data were obtained from 144 employees. The authors found a strong mediating effect of organizational cynicism between top management and job outcomes. Further, the authorsindicated that future studies should also investigate the mediating effect of organizational cynicism between other leadership behaviors and job outcomes.

Moreover, Laschinger and Fida (2013) conducted a study in Ontario, Canada based on 205 healthcare staff and found a strong mediating effect of burnout between authentic leadership and turnover intention. The authors further suggested that cynicism has a more significant mediating effect than other dimensions of burnout between authentic leadership and turnover intention.In line with the aforementioned context, a study was conducted by Laschinger and Grau (2012) in Ontario, Canada based on 165 nursing staff. The authors found statistically significant mediating effect of cynicism between horizontal violence and health problems. Further, the authors suggested that the mediating effect of cynicism should be investigated between horizontal violence and turnover intention.

Similarly, Laschinger *et al.* (2010) conducted a study in Ontario, Canada and tested the model using a longitudinal study of 415 newly graduated nurses. Their results revealed statistically significant mediating effect of cynicism between horizontal violence and efficacy and they called for further investigation with the mediating effect of cynicism between horizontal violence and job related outcomes. In addition, Ruby *et al.* (2012) conducted a study on health care from 50 nursing staff of emergency departments at tertiary care hospitals in Karachi Sindh, Pakistan. The authors found a partial mediating effect of cynicism between horizontal violence and turnover intention.

Another issue that requires close attention by the researcher is the mediating effect of organizational cynicism between perception of ethical climate and turnover intention. In line with the context, Karatepe and Agbaim (2012) conducted a study in Abuja, the capital city of Nigeria and found a significant mediating effect of cynicism between perception of ethical climate and job satisfaction and organizational performance while the authors suggested that in future study it should also be addressed with turnover intention. Similarly, Wilson*et al.* (2013) conducted a study in health care organizations and found the partial mediating effect of cynicism between perception of ethical climate and moral distress.

In addition to previous study, Wojtowicz*et al.* (2013) conducted a study in healthcare on Canadian baccalaureate nursing students and found a strong mediating effect of cynicism between ethical distress and nursing mental health. Further, the authors discussed that poor ethical climate enhance turnover intentions. However, few studies have provided a basis for further investigation of cynicism as a mediator. To fill this theoretical gap and to address previous future calls the present study investigated organizational cynicism as a mediator among perception of ethical climate, horizontal violence, authentic leadership style and turnover intention. Therefore, the current study seeks to address the following research question.

RQ4: Does organizational cynicism mediate the relationship among perception of ethical climate, horizontal violence, authentic leadership style and turnover intention in nursing staff?

Another issue that yields hostility and cynicism among employees is the lack of organizational support. For instance,Campana and Hammoud (2013) conducted a study in the United States of America (USA) and data was obtained from 75 healthcare staff. The authors found a strong relationship of horizontal violence with cynicism and discussed that those employees who are supported by their organizations are relatively less engaged in violent behaviors and negative attitudes.

Furthermore, James (2005) discussed that negative experiences related to the exchange relationship can be expected to lead to strong negative emotions rooted in cynical that the organization may be trying to take advantage of employee efforts, which may leave workers more cynical. This lack of faith and trust in the organization induces violence and negative feelings and are likely to contribute to the development of cynicism directed towards the employees and the organization. However, it is expected that perceived organizational support may moderate the relationship of horizontal violence and organizational cynicism. According to Sekaran and Bougie (2011) a moderator is a variable thathas a contingent effect on the relationship of independent and dependent variables, and it may strengthen or weaken the relationship of independent and dependent variables.

Moreover, previous studies (Bateman *et al*., 1992; Dean *et al*., 1998; Reichers*et al*., 1997; Andersson, 1996; Andersson and Bateman, 1997; Johnson and O'Leary-Kelly, 2003) have only pointed out the issues of organizational cynicism. But, how organizational cynicism can be reduced through organizational support, the literature is still lacking (Chiaburu*et al.,* 2013). According to Anderson (1996), when employees feel they are treated unfairly, their rights are restricted by the organization and their efforts are not valued they get frustration and inclined towards cynicism. Therefore, in the present study, perceived organizational support is taken as a moderating variable and it is expected that when employees are fairly treated, their rights properly acknowledged and their efforts valued by the organization, they will be less inclined towards horizontal violence and organizational cynicism. Consequently, the current study stimulates the following research question.

RQ5: Does perceived organizational support moderate the mediating effect of organizational cynicism between the relationship of horizontal violence and turnover intention in nursing staff?

1.4   Objectives of the Study

The present study is an endeavor to investigate empirically the following research objectives in healthcare services in Pakistan.

1. To investigate the relationship of perception of ethical climate as a predictorof organizational cynicism and turnover intention
2. To investigate the relationship of horizontal violence as a predictor of organizational cynicism and turnover intention
3. To examine the relationship of authentic leadership style as a predictor of organizational cynicism and turnover intention
4. To investigate the relationship of turnover intention as an outcome of organizational cynicism and mediating effects of organizational cynicism among   perceived ethical work climates, horizontal violence ,perceived authentic leadership style and turnover intention
5. To analyze moderated mediating effect of perceived organizational support on the mediating role of organizational cynicism between the relationship of horizontal violence and turnover intention

1.5   Significance of the Study

The current study is unique and has notable importance because of its theoretical and contextual significance. First, the present study is carried out to fill theoretical research gap. In previous studies, authors investigated the relationship of organizational

characteristics and perception of psychological contract violation as predictors of organizational cynicism (Abraham, 2000; Andersson, 1996; Johnson and O'Leary-Kelly, 2003; Pugh *et al*., 2003), few authors found perceived organizational politics and organizational injustice as predictors of organizational cynicism (Fleming and Spicer, 2003; O'Brien *et al*., 2004; Cartwright and Holmes, 2006).

Moreover, few authors found a lack of sincere participation in decision making processes and the absence of genuine support by management (Fleming, 2005; O'Brien *et al*., 2004; Wanous*et al*., 2000), the deficient quality of leader-member exchange (Bommer*et al*., 2005; Cole *et al*., 2006), a history of failed change attempts (Reichers*et al*., 1997; Wanous*et al*., 1994, 2000, 2004), managerial incompetence (Stanley *et al*., 2005) in combination with lofty salaries (Andersson and Bateman, 1997), institutionalized organizational hypocrisy (Feldman, 2000; Fleming, 2005; Goldner*et al*., 1977; Urbany, 2005; Valentine and Elias, 2005), and everyday workplace events and practices such as high executive compensation, restructuring, downsizing and layoffs (Abraham, 2000; Andersson, 1996; Andersson and Bateman, 1997; Bateman *et al*., 1992) as predictors of organizational cynicism. Furthermore, James (2005) explored the relationship of perceived organizational support, perceived organizational politics and perceived organizational justice as new antecedents in a theoretical framework of organizational cynicism. In the present study, the researcher explored the perception of ethical climate, horizontal violence and authentic leadership style as predictors and turnover intention as outcome of organizational cynicism.

Moreover, the current study addressed all possible future calls to extend the previous models on organizational cynicism. For instance, Chiaburu*et al.* (2013) developed an integrated model of organizational cynicism and investigated antecedents and consequences of organizational cynicism and suggested that future study should examine organizational cynicism as a mediator and buffering effect of organizational support. Furthermore, Wu *et al*. (2012) directed that future study should examine violent behaviors with cynical attitudes, whereas Chang *et al*. (2012) suggested further research should link with violent behaviors. Similarly, Hogh, Hoel and Carneiro (2011) suggested that to protect the organization against such harmful outcomes, organization need to

monitor the ethical climate, develop and evaluate rules and regulations to manage and prevent cynical attitudes. Therefore, to make this process effective there must be a discussion about the values and ethics in the organization. Similarly, Shahzad and Mahmood (2012) indicated that further study should examine the effect of situational factors like leadership style on organizational cynicism, whereas the authors suggested that culture would also be an important factor to examine cynicism at the workplace. Similarly Neves (2012) indicated that future research should examine the spillover effects of cynicism.

In prior studies, perception of ethical climate, horizontal violence and authentic leadership have not been explicitly investigated with organizational cynicism. However, few studies have been found in which their relationship has been investigated with burnout. However, this conceptualization of cynicism provided limited understanding into the phenomenon, because it was unableto respond the process of organizational cynicism and its effects on employees and organizations (Dean *et al.,* 1998). Therefore, this study is surely favorable for the upcoming research endeavors. Furthermore, organizational cynicism has not been investigated as a mediating variable among perceived ethical climate, horizontal violence, perceived authentic leadership and turnover intention. Another theoretical contribution of this study is that perceived organizational support has not been investigated as a moderated mediating on the relationship of horizontal violence and organizational cynicism. Additionally, the current study proposed a conceptual model of organizational cynicism empirically tested in health care services and provided a revised model of organizational cynicism.

Second, the current study extends theory to a new geographical region that is characterized as a collectivist and high power distance country. A number of previous studies of organizational cynicism have been carried out in European and American contexts (Marshall, Michaels and Mulki 2007; Mulki and Jaramillo 2011). These studies were conducted in Western societies, and their findings might not be transferable to Pakistani society which is based on collectivist and high power distance values. For instance, Rubi *et al*. (2012) argued that the nursing profession in Pakistan is very negatively portrayed by the society and even by the media. The authors analyzed that

76% of nurses experienced physical violence and 44% experienced body injuries while 78.4% reported incidents of violence. Similarly, Somani*et al.* (2012) reported 80% prevalence of violence in public hospitals. The authors found that the major cause of the prevalence of violence in health care is the negative image of nurses in Pakistani society. Finally, the present study is important to foster the ongoing debate on organizational cynicismand to address the aforementioned issues in nursing profession of Punajb, Pakistan.

1.6   Scope of the Study

The present study is an attempt to cover a wide range of issues related to organizational cynicism in nursing staff of Punjab, Pakistan. The total population of Punjab province of Pakistan is dispersed into 36 Districts. In all 36 districts, 33 district headquarters are operating their services. Moreover, Mumtaz*et al.* (2013) conducted a study in healthcare Punjab, Pakistan andargued that previous studies highlighted the existence of organizational cynicism specifically in nursing staff as compared to other stakeholders of healthcare services of Punjab, Pakistan. Therefore, the researcher specifically attempted to investigate the issue of organizational cynicism in nursing staff. According to Somani and Khawaja (2012) nurses are facing serious issues related to employee attitude not only in Pakistan, also in all over the world. Therefore, the scope of the study is not limited to the nursing staff of Pakistan, the findings of the current study can be generalized to other countries as well.

Theoretically, few predictors of organizational cynicism have been frequently investigated in different work settings, for example psychological contract violation, perception of organizational politics, perception of organizational justice, participative decision making, person-organization fit, transformational leadership and leader-member exchange (Munir*et al.,* 2014). However the majority of the studies have a contextual contribution. In this endeavor, it is intended to accommodate all those possible factors

(perception of ethical climate, horizontal violence and perceived authentic leadership) which strongly predict organizational cynicism and turnover intention.

1.7   Definitions of the Key Terms

1.7.1   Definition of Organizational cynicism

Reichers*et al.* (1997) emphasized that cynicism could be defined as the reaction towards series of unfavourable experiences and also the lack of confidence in their leaders. Furthermore, cynicism is defined as "an attitude of contempt, frustration and distrust toward an object or multiple objects, susceptible to change by exposure to factors in the environment" (Andersson, 1996: 1396). This definition explicitly and considerably broadens the range of cynicism by incorporating all the effective constituents of cynical attitudes.

1.7.2   Definition of Horizontal Violence

The term "horizontal violence" is used interchangeably with bullying in the literature. Horizontal violence can be viewed as "overt and covert, non-physical hostility such as criticism, sabotage, undermining, infighting and bickering"(Duffy, 1995; 9).Additionally, Hutchinson *et al.* (2005: 331)defined as "collection of repeated acts, where one or more individuals engage, over time, with the intention to harm others and create a hostile work environment". Furthermore, Cassirer *et al.* (2002) used descriptive terms similar to those used for bullying in their discussion of and include words such as "yelling, belittling, swearing, ignoring and dismissing" to describe the horizontal

violence. In the present study, the definition of Hutchinson *et al.* (2005) is considered as the conceptual definition of horizontal violence.

1.7.3   Definitions of AuthenticLeadership Style

According to George (2003) authentic leaders genuinely desire to serve others through their leadership, are more interested in empowering the people they lead to make a difference, and are guided by the qualities of the heart, passion, and compassion as they are by qualities of the mind. Luthans and Avolio (2003) noted that authentic leaders recognize and value individual differences and have the ability and motivation to identify people's talents and help them build those talents into strengths. They are leaders who when called upon by the hand of fate will be the ones who take a stand that changes the course of history for others, be they organizations, departments or just other individuals (May *et al.,* 2003).

According to Avolio (1999) authentic leaders can be directive or participative, and could even be authoritarian. The behavioral style per se is not what necessarily differentiates the authentic from the inauthentic leader. Authentic leaders act in accordance with deep personal values and convictions to build credibility and win the respect and trust of followers by encouraging diverse viewpoints and building networks of collaborative relationships with followers, and thereby lead in a manner that followers recognize as authentic. While the definition of perceived authentic leadership has evolved over the last few years, the present study follows Walumbwa *et al.* (2008: 94) current definition of perceived authentic leadership which emphasizes a transparently connected relationship between leaders and followers, encompassing a high level of self-awareness with internalized beliefs and moral values. Specifically, they write that it is a "pattern of leader behavior that draws upon and promotes both positive psychological capabilities and a positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balanced processing of information and relational transparency on the part of leaders working with followers, fostering positive self-development".

1.7.4 Definitions of Perception of Ethical Climate

Martin and Cullen (2006) stated that there are various types of climates in the workplace and one of them is the ethical climate, which is defined as the established normative procedures and practices of the organizations. Moreover, Victor and Cullen (1988: 101) defined ethical climate as ''prevailing perceptions of typical organizational practices and procedures that have ethical content''. Furthermore, the authors conceptualized "caring", "law and code", "rules", "instrument" and "independence" as five fundamental dimensions of ethical climate. These dimensions indicate ethical behaviours because individuals are encouraged to align their behaviours with the standards and values of the organization

1.7.5 Definitions of Perceived Organizational Support

Perceived organizational support (POS) refers to employees' "beliefs concerning the extent to which the organization values their contribution and cares about their well-being" (Eisenberger*et al.,* 1986: 501). It also implies that an employee will receive assistance from the organization to effectively carry out one's job and handle stressful situations. According to Byrne and Hochwarter(2008) when employees have low POS, then they are likely to have higher levels of cynicism toward the organization. The authors indicated that POS influences organizational cynicism, such that employees who perceive less support from their organization are more cynical toward it.

1.7.6 Definitions of Turnover Intention

Turnover intention was seen by some authors as employees leaving one particular health organization to go to another, while another group defined turnover as leaving the profession altogether (Hayes *et al.,* 1998). Turnover is leaving behavior, which is defined

as mental or physical detachment between the employees and workplace (West *et al.,* 2005).

1.8   Structure of the Thesis

Chapter 1 of this thesis gives the background of the research. Under this heading a general discussion is provided about the constructs including why perception of ethical climate, horizontal violence and authentic leadership style are important constructs to measure organizational cynicism and how it affects the turnover intention among nursing staff. Next section contains information about the problems associated with nursing staff and how these problems are associated with organizational cynicism. Moreover, it provides the research questions which have been derived from the problem statement. Further, this chapter discusses the objectives of the study and hypotheses. Additionally, the novelty of the current study has been reported under the heading of the significance of the study. The scope of the study and conceptual and operational definitions are also discussed in this chapter.

Chapter 2provides the definitions of organizational cynicism and detailed discussion about the supported theories and models of organizational cynicism. This chapter discusses on what basis the researcher has integrated the predictors and outcome of organizational cynicism in his model of organizational cynicism. Furthermore, all the constructs are explicitly discussed in this chapter along with their hypotheses.

Chapter 3 provides an insight to the research methodology of this study. This chapter discusses the research paradigm and research design of the current study. Moreover, sampling design is also mentioned in this study. This chapter also gives the overview of the response rate of the questionnaire survey and provides the proper justification for the quantitative data analysis approach. Further, in this chapter measurement scale and their reliability and validity are also reported which is mentioned

in previous studies. Moreover, this chapter discusses the analytical strategy and the statistical techniques which are used to examine the research questions and hypotheses.

Chapter 4 provides insight into the data analysis of this study. At the first stage, data screening, exploratory factor analysis and confirmatory factor analysis are performed to ensure the reliability and validity of the constructs. At the second stage, multivariate normality assumptions are examined and structural equation modeling is applied to test the hypotheses. Moreover, this chapter contains information about the direct and indirect effects, moderated mediated, control variables and common method variance (CMV).

Chapter 5 contains the most important part of this dissertation. This chapter provides an insight to the discussion of the findings of the study and justification, and why the hypotheses are accepted or rejected. Further, this chapter discusses the theoretical, methodological and contextual implications of the study. It also provides the managerial level policy implications and Govt. level implications of the study. Moreover, limitations and future directions of the study are also discussed in this chapter.

Structure of the Dissertation

Chapter 1	**Chapter 2**	**Chapter 3**	**Chapter 4**	**Chapter 5**
Introduction	Literature Review	Methodology	Data Analysis	Discussion and Conclusion
• Background of the study • Problem Statement and Research Questions • Objectives of the study • Hypotheses of the study • Significance of the study • Scope of the study • Conceptual and operational definitions • Summary	• Defining organizational cynicism • Theoretical foundations • Models of organizational cynicism • Predictors of organizational cynicism • Outcomes of organizational cynicism • Theoretical support and hypotheses development • Summary	• Research paradigm • Research design • Sampling design • Data collection method • Instrumentation • Analytical strategy • Statistical techniques for data analysis • Factor analysis • Piolet testing • Reliability and validity • Correlation analysis • Hypotheses testing • Summary	• Data Screening • Statistical assumptions • Sample description • Factor analysis • Instrument validity • Correlation analysis • Structural equation modeling (SEM) • Hypotheses Testing • Control variables • Common method biasness • Summary	• Recapitulation of the study • Discussion on RQ1 • Discussion on RQ2 • Discussion on RQ3 • Discussion on RQ4 • Discussion on RQ5 • Theoretical, methodological and contextual implications • Managerial level and Govt. level implications of the study • Future directions • Limitations of the study • conclusion

Figure 1.1   Structure of the thesis

1.9   Summary

This chapter discussed the future indications and theoretical gaps in organizational cynicism and also highlighted the loop holes in nursing literature.   Moreover, the researcher identified the broad problem areas in this chapter and offered research objectives and research questions to fill theoretical gaps. To achieve the research objectives, the present study also discussed the importance of perception of ethical climate, horizontal violence and authentic leadership style as predictors of organizational cynicism and turnover intention as its outcome along the moderated mediating effect of perceived organizational support in nursing staff.

instability and law and order situation prevails, horizontal violence does not produce cynical attitude among nurses while horizontal violence significantly and positively correlates with turnover intention.Furthermore, findings did not support the mediating effect of organizational cynicism between the relationship of horizontal violence and turnover intention. Similarly, the researcher found that authentic leadership style significantly reduces organizational cynicism and turnover intention among nurses. Likewise, the researcher found the partial mediating effect of organizational cynicism between the relationship of authentic leadership style and turnover intention. Therefore, if hospital management transforms its leadership style of authentic leadership, it can reduce negative attitude and turnover intention among nurses.

Moreover, the researcher attempted to investigate the moderated mediating effect of perceived organizational support on the mediating effect of organizational cynicism between the relationship of horizontal violence and turnover intention. Since the mediating role of organizational cynicism did not support the results, the researcher cannot establish the moderated mediating relationship. The researcher suggested that further study should consider the moderated mediating effect of perceived organizational support on the mediating effect of organizational cynicism between the relationship of perception of ethical climate and turnover intention.

REFERENCES

Abraham, R. (2000). Organizational cynicism: Bases and consequences. *Genetic, Social, and General Psychology Monographs, 126* (3), 269-292.

Ahmad, Z. A and Amini Yekta, Z. (2010). Relationship between perceivedorganizational support, leadership behavior, and job satisfaction: An empirical study in Iran. *Intangible Capital*, *6*(2), 162-184.

Aiken, L. H., Clarke, S. P., Sloane, D. M., Sochalski, J.and Silber, J. H. (2002). Hospital nurse staffing and patient mortality, nurse burnout, and job dissatisfaction. *Health Affairs*, *288* (16), 1987-1993.

Ajen, I.and Fishbein, M. (1980). *Understanding attitudes and predicting social behavior.* Englewood Cliffs, NJ: Prentice Hall.

Allison, P. D. (2002).*Missing data.* Thousand Oaks, CA: Sage.

Ambrose, M. L. and Kulik, C. T. (1999). Old friends, new faces: Motivation research in the 1990's. *Journal of Management, 25,* 231-292.

Amran R. (2006*). Data analysis and interpretation: A handbook for postgraduate social scientist*, Universiti Teknologi Malaysia, Press.

Anderson, N. H.and Armstrong, N. A. (1989). *Cognitive theory and methodology for studying marital interaction*. In D. Brindberg and D. Jaccard (Eds.), *Dyadic decision making* (pp. 3- 49). New York: Springer-Verlag.

Andersson, L. M. (1996). Employee Cynicism: An Examination Using a Contract Violation Framework. *Human Relations, 49* (11), 1395-1418.

Andersson, L. M. and Bateman, T. S. (1997). Cynicism in the workplace: some causes and effects. *Journal of Organizational Behavior, 18* (5), 449-469.

Andre, J. (2002). Moral distress in healthcare. *Bioethics Forum*, *18* (1-2), 44-46..

Arbuckle, J. L. (2011). *IBM SPSS Amos 20 user's guide. – Amos Development Corporation*, SPSS Inc.

Armenakis, A. A. and Bedeian, A. G. (1999). Organizational Change: A Review of Theory and Research in the 1990s. *Journal of Management, 25*(3), 293-315.

Armenakis, A. A., Bernerth, J. B., Pitts, J. P. and Walker, H. J. (2007). Organizational Change Recipients' Beliefs Scale. *The Journal of Applied Behavioral Science, 43*(4), 481-505.

Arnon, E. R., Wanous, J. P. and Austin, J. T. (1997). Understanding and Managing Cynicism about Organizational Change. *The Academy of Management Executive (1993-2005), 11*(1), 48-59.

Aroskar, M. (1985). *Ethical relations between nurses and physicians: Goals and realities--A nursing perspective*. In A. H. Bishop and J. John R Scudder (Eds.),

Caring curing coping; Nurse physician patient relationships (pp. 44-61). University, Alabama:The University of Alabama Press

Aryee, S., Pawan, S. B., Chen, Z. X. (2002). Trust as a mediator of the relationship between organizational justice and work outcomes: Test of a social exchange model. *Journal ofOrganizational Behavior, 23*, 267-277.

Ashkanasy, Neal M., Sarah Falkus, and Victor J. Callan. (2000). Predictors of Ethical Code Use and Ethical Tolerance in the Public Sector. *Journal of Business Ethics,25*(3): 237–53.

Atwater, L. E., Waldman, D. A., Atwater, D. and Cartier, P. (2000). An Upward Feedback Field Experiment: Supervisors' Cynicism, Reactions and Commitment to Subordinates. *Personnel Psychology, 53*(2), 275-297.

Austin, W., Bergum, V. and Goldberg, L. (2003). Unable to answer the call of our patients: Mental health nurses' experience of moral distress. *Nursing Inquiry*, *10*(3), 177-183.

Austin, W., Lemermeyer, G., Goldberg, L., Bergum, V. and Johnson, M. S. (2005). Moral distress in healthcare practice: The situation of nurses. *HEC Forum*, *17*(1), 33-48.

Austin, W., Rankel, M., Kagan, L., Bergum, V. and Lemermeyer, G. (2005). To stay or to go, to speak or stay silent, to act or not to act: Moral distress as experienced by psychologists. *Ethics and Behavior*, *15*(3), 197-212

Avey, J. B., Luthans, F. and Youssef, C. M. (2010). The Additive Value of Positive Psychological Capital in Predicting Work Attitudes and Behaviors. *Journal of Management, 36*(2), 430-452.

Avey, J. B., Wernsing, T. S. and Luthans, F. (2008). Can Positive Employees Help Positive Organizational Change? Impact of Psychological Capital and Emotions on Relevant Attitudes and Behaviors. *The Journal of Applied Behavioral Science, 44*(1), 48-70.

Avolio B.J. and Gardner W.L. (2005) Perceived authentic leadership development: getting to the root of positive forms of leadership. *Leadership Quarterly,* 16, 315–338.

Bamford, M., Wong, C. A. and Laschinger, H. (2012). The influence of perceived authentic leadership and areas of worklife on work engagement of registered

nurses. *Journal of Nursing Management,* no-no. doi: 10.1111/j.1365-2834.2012.01399.x

Barefoot, J.C., Dodge, K.A., Peterson, B.L., Dahlstrom, W.G., and Williams, R.B. (1989).The Cook-Medley Hostility Scale.*Item Content and Ability to Predict Survival.Psychosomatic Medicine,* No.51, 46-57.

Barnett, Tim, and Elizabeth Schubert.(2002). Perceptions of the Ethical Work Climate and Covenantal Relationships.*Journal of Business Ethics 36(3) 279–90.*

Bartholomew, K. (2006). *Ending nurse‑to‑nurse hostility: Why nurses eat their young and others*. Marblehead, MA: HCPro, Inc.

Baruch, Y. (2009). Once Upon a Time There Was an Organization. *Journal of Management Inquiry, 18*(1), 15-25.

Baruch, Yehuda, and Brooks C. Holtom. (2008). Survey Response Rate Levels and Trends in Organizational Research. *Human Relations61*(8): 1139–60.

Bashir, S. and Nasir, M. (2013). Breach of psychological contract, organizational cynicism and union commitment: A study of hospitality industry in Pakistan. *International Journal of Hospitality Management, 34*(1), 61-65.

Bateman, T. S., Sakano, T. Fujita, M. (1992). Roger, me, and my attitude: Film propaganda and cynicism toward corporate leadership. *Journal of Applied Psychology, 77,* 786-771.

Beck K. and Wilson C. (2001). Have we studied, should we study, and can we study the development of commitment? Methodological issues and the developmental study of work-related commitment *Human Resource Management Review,11*(3), 257–278.

Beecroft P.C., Dorey F. and Wenten M. (2008). Turnover intention in new graduate nurses: a multivariate analysis. *Journal of Advanced Nursing*, *62* (1), 41–52.

Beecroft P.C., Kunzman L. and Krozek C. (2001). RN internship: outcomes of a one-year pilot program. *Journal of Nursing Administration*, *31* (12), 575–582.

Beeri, Itai, Rachel Dayan, Eran Vigoda-Gadot, and Simcha B. Werner. (2012). Advancing Ethics in Public Organizations: The Impact of an Ethics Program on Employees' Perceptions and Behaviors in a Regional Council. *Journal of BusinessEthics.* Published electronically on February 4.

Bennett, R. R. and Schmitt, E. L. (2002). The Effect of Work Environment on Levels of Police Cynicism: A Comparative Study. *Police Quarterly, 5*(4), 493-522.

Bentler, P. M. (1980). Fit Indices, LaGrange multipliers, constraint changes and incomplete data in Structural models. *Multivariate Behavioral Research, 25, 163-172.*

Bentler, P. M. and Bonett, D. G. (1980). Significance tests and goodness-of-fit in the analysis of covariance structures. *Psychological Bulletin, 88,* 588-600.

Bentler, P. M. and Chou, C. P. (1987). Practical issues in structural modeling. *Sociological Methods and Research, 16*, 78-117.

Berman, E. M. (1997). Dealing with Cynical Citizens. *Public Administration Review, 57*(2), 105-112.

Bernerth, J. B., Armenakis, A. A., Feild, H. S. and Walker, H. J. (2007). Justice, Cynicism, and Commitment. *The Journal of Applied Behavioral Science, 43*(3), 303-326.

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, 26*(7), 733-753.

Bordia, P., Jones, E., Gallois, C., Callan, V. J. and DiFonzo, N. (2006). Management Are Aliens! *Group and Organization Management, 31*(5), 601-621.

Bordia, P., Restubog, S. L. D., Jimmieson, N. L. and Irmer, B. E. (2011). Haunted by the Past: Effects of Poor Change Management History on Employee Attitudes and Turnover. *Group and Organization Management, 36*(2), 191-222.

Bowles C. and Candela L. (2005). First job experiences of recent RN graduates. *Journal of Nursing Administration,35*(3), 130–137

Bowman, James S. (1990). Ethics in Government: A National Survey of Public Administrators. *Public Administration Review,50*(3): 345–53.

Bowman, James S., and Claire Connolly Knox. (2008). Ethics in Government: No Matter How Long and Dark the Night. *Public Administration Review,68*(4): 627–39.

Brandes, P. (1997). *Organizational Cynicism: Its Nature, Antecedents, and Consequences.*Unpublished PhD Dissertation. The University of Cincinnati

Brandes, P., Castro, S. L., James, M. S. L., Martinez, A. D., Matherly, T. A., Ferris, G. R. and Hochwarter, W. A. (2008). The Interactive Effects of Job Insecurity and

Organizational Cynicism on Work Effort Following a Layoff. *Journal of Leadership and Organizational Studies, 14*(3), 233-247.

Brewer C.S. , Kovner C.T., Greene W., Tukov-Shuser M. and Djukic M. (2012). Predictors of actual turnover in a national sample of newly licensed registered nurses employed in hospitals. Journal of Advanced Nursing,*68*(3), 521–538.

Brown, M. and Cregan, C. (2008). Organizational change cynicism: The role of employee involvement. *Human Resource Management, 47*(4), 667-686.

Buchan J. and Calman L. (2005). Summary The Global Shortage of Registered Nurses: An Overview of Issues and Actions. Retrieved from http://www.icn.ch/global/#1 on 4 April 2005.

Buerhaus P.I., Auerbach D.I. andStaiger D.O. (2009). The recent surge in nurse employment: causes and implications. *Health Affairs*, 28 (4), w657–w668.

Bull Schaefer, R. A. (2010). Indirect Crossover of Psychological Contract Underfulfillment: A Leader—Member Analysis. *Journal of Leadership and Organizational Studies, 17*(3), 276-286.

Burke R.J. (2003a). Hospital restructuring, workload, and nursing staff satisfaction and work experiences.*The Health Care Manager,22*(2), 99–107.

Burke R.J. (2003b). Nursing staff attitudes following restructuring: the role of perceived organizational support, restructuring processes and stressors. *The International Journal of Sociology and Social Policy*, *23*(8/9), 129–157.

Buzan, B. C. (1980). Chicano Community Control, Political Cynicism and the Validity of Political Trust Measures. *Political Research Quarterly, 33*(1), 108-120.

Campana, K. L. and Hammoud, S. (2013). Incivility from patients and their families:can organisational justice protect nurses from burnout? *Journal of Nursing Management*, n/a-n/a. doi: 10.1111/jonm.12201

Cartwright, S. and Holmes, N. (2006). The meaning of work: The challenge of regaining employee engagement and reducing cynicism. *Human Resource Management Review, 16*, 199-208.

Cassirer, C., Anderson, D. and Hanson, S. (2002). Abusive behavior in the healthcare workplace. [Electronic version]. *Creative Nursing, 9*(20), 8-9.

Castanheira, F. and Chambel, M. J. (2011). JD-C model to explain burnout in frontline workers: The useful contribution of emotional demands. *HumanFactors and*

Ergonomics in Manufacturing and Service Industries, n/a-n/a. doi: 10.1002/hfm.20326

Cavana, R. Y., Delahaye, B. L. and Sekaran, U. (2001).*Applied Business Research: Qualitative and Quantitative methods.*Queensland: John Wiley andSons,Australia, Ltd.

Cavanagh, G. F., Moberg, D. J. and Velasquez, M. (1981). The Ethics of Organizational Politics. *The Academy of Management Review, 6*(3), 363-374.

Chaboyer, W., Najman, J. and Dunn, S. (2001). Cohesion among nurses: A comparison of bedside versus charge nurses perceptions in Australian hospitals. [Electronic version]. *Journal of Advanced Nursing, 35*(4), 526-532.

Chang, C.-H., Eatough, E. M., Spector, P. E. and Kessler, S. R. (2012). Violence-prevention climate, exposure to violence and aggression, and prevention behavior: A mediation model. *Journal of Organizational Behavior, 33*(5), 657-677.

Chen, H. S., Yu, H., Hsu, H. and Lou, J. (2012).Organisational support, organisational identification and organisational citizenship behaviour among male nurses. *Journal of Nursing Management.*1-11

Chiaburu, D. S., Peng, A. C., Oh, I.-S., Banks, G. C. and Lomeli, L. C. (2013). Antecedents and consequences of employee organizational cynicism: A meta-analysis. Journal of Vocational Behavior, *83*(2), 181-197.

Choi, M. (2011). Employees' attitudes toward organizational change: A literature review. *Human Resource Management, 50*(4), 479-500.

Choi, M. and Ruona, W. E. A. (2011). Individual Readiness for Organizational Change and Its Implications for Human Resource and Organization Development. *Human Resource Development Review, 10*(1), 46-73.

Christensen, L. B., Johnson, B. and Turner, L. A. (2011). *Research methods, design, and analysis*: Allyn and Bacon

Cole, M. S., Bruch, H. and Vogel, B. (2006). Emotion as mediators of the relations between perceived supervisor support and psychological hardiness on employee cynicism. *Journal of Organizational Behavior, 27*(4), 463-484.

Cole, M. S., Schaninger, W. S. and Harris, S. (2002). The workplace social exchange network: A multilevel, conceptual examination. *Group and Organizational Management, 27,* 142-167.

Contu, A. (2008). Decaf Resistance. *Management Communication Quarterly, 21*(3), 364-379.

Cook, W, W. and Medley, D.M. (1954).Proposed Hostility and Pharisaic-Virtue Scale for the MMPI.*Journal of Applied Psychology*, *38*(6), 414-418.

Cooper, D. R.and Schindler, P. S. (2011).*Business Research Methods* (11th ed.). New York: McGraw-Hill/Irwin.

Corley, M. and Selig, P. (1992). Nurse moral reasoning using the nursing dilemma test.*Western Journal of Nursing Research*, *14*(3), 380-388.

Corley, M. C. (1995). Moral distress of critical care nurses. *American Journal of Critical Care*, *4*(4), 280-285.

Corley, M. C. (2002). Nurse moral distress: A proposed theory and research agenda. *Nursing Ethics*, *9*(6), 636-650.

Corley, M. C., Elswick, R. K., Gorman, M. and Clor, T. (2001). Development an evaluation of a moral distress scale. *Journal of Advanced Nursing*, *33*(2), 250-256.

Costa, P. T., Jr., Zonderman, A. B., McCrae, R. R. and Williams, R. B. (1985). `Content and compre-hensiveness in the MMPI: An item factor analysis in a normal adult sample', Journal of Personality and Social Psychology, 48, 925-933.

Costa, P. T.,Zonderman, A. B., McCrae, R. R and Williams. R. B. (1986). Cynicism and Paranoid Alienation in the Cook and Medley HO Scale.*Psychosomatic Medicine,* Vol. 48, No. *3*(4), 283-285.

Cox, H. (1987). Verbal abuse in nursing: A report of a study. *Nursing Management, 18*(11), 47-50.

Creswell, J. W. (1994). Research Design: Qualitative and Quantitative Approaches. Thousand Oaks, CA: Sage Publications

Cropanzano, R. S., Howes, J. C., Grandey, A. A. and Toth, P. (1997). The relationship of organizational politics and support to work behaviors, attitudes, and stress. *Journal of Organizational Behavior*, *18,* 159-181.

Csikai, E. L. and Bass, K. (2000). Health care social workers' views on ethical issues, practice and policy in end-of-life care. Social Work in Health Care, *24*(1), 1–22.

Culbertson, J.A. (1981). Three Epistemologies and the Study of Educational Administration. University of California Educational Administration Review, *22*, (1), 6.

Cutler, I. (2000). The Cynical Manager. *Management Learning, 31*(3), 295-312.

Davies, B., Clarke, D., Connaughty, S., Cook, K., MacKenzie, B., McCormick, J., *et al.*(1996). Caring for dying children: Nurses' experiences. *Pediatric Nursing, 22*(6), 500-507.

Davis, M. H. (1994). *Empathy: Social psychology approach.* Madison, WI: Brown and Benchmark.

Davis, W. D. and Gardner, W. L. (2004). Perceptions of politics and organizational cynicism: An attributional and leader-member exchange perspective. *Leadership Quarterly, 15*(4), 439-465.

Davis, W. D. and Gardner, W. L. (2004). Perceptions of politics and organizational cynicism: An attributional and leader-member exchange perspective. *Leadership Quarterly, 15*(4), 439-465.

Dean, J. W., Jr., Brandes, P. and Dharwadkar, R. (1998). Organizational Cynicism. *The Academy of Management Review, 23*(2), 341-352.

Deng, H., Guan, Y., Bond, M. H., Zhang, Z. and Hu, T. (2011). The Interplay Between Social Cynicism Beliefs and Person–Organization Fit on Work-Related Attitudes Among Chinese Employees. *Journal of Applied Social Psychology, 41*(1), 160-178.

Denison, Daniel R. (1996). What Is the Difference between Organizational Culture and Organizational Climate? A Native's Point of View on a Decade of Paradigm Wars. Academy of Management Review *21*(3): 619–54.

Ditmer, D. (2010). A safe environment for nurses and patients: Halting horizontal violence. *Journal of Nursing Regulation, 1*(3), 9-14.

Doka, K., Rushton, C. H. and Thorstenson, T. A. (1994). HealthCare Ethics Forum '94:Caregiver distress: If it is so ethical, why does it feel so bad? *AACN Clinical Issues in Critical Care Nursing*, *5*(3), 346-352.

Duchon, D. and Drake, B. (2009). Organizational Narcissism and Virtuous Behavior. *Journal of Business Ethics, 85*(3), 301-308.

Dudley, D. R. (1937). A History of Cynicism, Methuen and Co., Ltd., London.

Duffield C., O'Brien Pallas L. and Aitken L. (2004) Nurses who work outside nursing. Journal of Advanced Nursing *47*(6), 664–671.

Duffy, E. (1995). Horizontal violence: A conundrum for nursing. *Collegian: Journal of the Royal College of Nursing Australia, 2*(2), 5-9, 12-17.

Dunn, H. (2003). Horizontal violence among nurses in the operating room.*Association of Operating Room Nurses Journal, 78*(6), 977-988.

Dyne, L. V., Graham, J. W. and Dienesch, R. M. (1994). Organizational Citizenship Behavior: Construct Redefinition, Measurement, and Validation. *The Academy of Management Journal, 37*(4), 765-802.

Eagly, A. H. and Chaiken, S. (1992). *The psychology of attitudes.* San Diego, CA: Harcourt Brace Janovich.

Einarsen, S. and Skogstad, A. (1996). Bullying at work: Epidemiological findings inpublic and private organizations. [Electronic version]. *European Journal of Work and Organizational Psychology, 5*(2), 185-201.

Eisenbeger, R., Fasolo, P. and Davis-LaMastro, V. (1990). Perceived organizational support and employee diligence, commitment, and innovation. *Journal of Applied Psychology, 75,* 51-59.

Eisenberg, Eric M., and Patricia Riley. (2001). Organizational Culture. In Th e New Handbook of Organizational Communication: Advances in Theory, Research, and Methods, edited by Fredric M. Jablin and Linda L. Putnam, 291–322. Th ousandOaks, CA: Sage Publications.

Eisenberger, R., Huntington, R., Hutchison, S. and Sowa, D. (1986). Perceived organizationalsupport. Journal of Applied Psychology, *71*, 500-507.

Engelhardt, H. (1985). Physicians, patients, health care institutions--and the people in between: Nurses. In A. H. Bishop and J. John R Scudder (Eds.), Caring curing coping: Nurse physician patient relations (pp. 62-79). University of Alabama: The University of Alabama Press.

Erlen, J. A. (2001). Moral distress: A pervasive problem. *Orthopedic Nursing, 20*(2), 76- 80.

Evans, J., Bell, J., Sweeney, A., Morgan, J. and Kelly, H. (2010). Confidence in critical care nursing. Nursing Science Quarterly, *23*(4), 334-340.

Fan, X. and Sivo, S.(2005). Evaluating the sensitivity and generalizability of SEM fit indices while controlling for severity of model misspecification. *Structural Equation Modeling, 12* (3), 343-367.

Farrell, G. (1997). Aggression in clinical settings: Nurses' views. *Journal of Advanced Nursing, 25*(3), 501-508.

Farrell, G. (1999). Aggression in clinical settings: nurses' views--a follow-up study. *Journal of Advanced Nursing, 29*(3), 532-541.

Farrell, G., Bobrowski, C. and Bobrowski, P. (2006).Scoping workplace aggression in nursing:Findings from an Australian study. J*ournal of Advanced Nursing 55*(6),778-787.

Farrell, J. L., Young, D. W. and Taxman, F. S. (2011). Effects of Organizational Factors On Use of Juvenile Supervision Practices. *Criminal Justice and Behavior, 38*(6), 565-583.

Fazio, R. H. (1990). Multiple processes by which attitudes guide behavior: The mode models an integrative framework. *Advanced Experimental Social Psychology, 23*, 75-109.

Feldman, D. C. (2000). The Dilbert Syndrome. *American Behavioral Scientist, 43*(8), 1286-1300.

Ferrell, B. R. (2006). Understanding the moral distress of nurses witnessing medically futile care.*Oncology Nursing Forum*, *33*(5), 922-930.

Ferres, N. and Connell, J. (2004). Emotional intelligence in leaders: an antidote for cynicism towards change? *Strategic Change, 13*(2), 61-71.

Filipova, A.A., (2010). Relationships Among Ethical Climates, Perceived Organizational Support, and Intent-to- Leave for Licensed Nurses in Skilled Nursing Facilities, Journal of Applied Gerontology. *30*(1) 44–66

Fleming, P. (2005a). Metaphors of Resistance. *Management Communication Quarterly, 19*(1), 45-66. doi: 10.1177/0893318905276559

Fleming, P. (2005b). Workers' Playtime? *The Journal of Applied Behavioral Science, 41*(3), 285-303.

Fleming, P. and Spicer, A. (2003). Working at a Cynical Distance: Implications for Power, Subjectivity and Resistance. *Organization, 10*(1), 157-179.

Forootan, F. (2012). *The role of perceived organizational support and career opportunities as moderators of the relationship between work engagement and job satisfaction*. Ann Arbor, San Jose State University. 1513633**:** 57.

Fowler, M. D. (1989). Moral distress and the shortage of critical care nurses. *Heart and Lung, 18*(3), 314-315.

Freshwater, D. (2000). Crosscurrents: Against cultural narration in nursing. *Journal of Advanced Nursing, 32*(2), 481-484.

Frijters P., Shields M. and Wheatly Price S. (2003). *Investigating the Quitting Decision of Nurses: Panel Data Evidence from the British National Health Service.*Retrieved from http://opus.zbw-kiel.de/volltexte/2003/1030/pdf/dp794.pdf on 16 June 2012.

G. B. and O'Neill, P. (1983). Expectation and burnout in the developmental disabilities field. *American Journal of Community Psychology, 11,* 615-627.

Galletta M., PortogheseI . , Battistelli A. and Leiter M.P. (2012).The roles of unit leadership and nurse–physician collaboration on nursing turnover intention.*Journal of Advanced Nursing*, 1-14.

Gardner, W. L., Avolio, B. J. and Walumbwa, F. O. (2005). Perceived authentic leadership development: Emergent trends and future directions. In W. L. Gardner, B. J. Avolio and F. O. Walumbwa (Eds.), Perceived authentic leadership theory and practice: Origins, effects and development: pp. 387-406. Oxford, UK: Elsevier Science.

Geddes, D. and Stickney, L. T. (2011). The trouble with sanctions: Organizational responses to deviant anger displays at work. *Human Relations, 64*(2), 201-230.

Gelade, G. A., Dobson, P. and Gilbert, P. (2006). National Differences In Organizational Commitment. *Journal of Cross-Cultural Psychology, 37*(5), 542-556.

George, B. (2003). Perceived authentic leadership: Rediscovering the secrets to creating lasting value. San Francisco, CA: Jossey-Bass.

George, B., Sims, P., McLean, A. N. and Mayer, D. (2007). Discovering your perceived authentic leadership. Harvard Business Review, *85*(2), 129-138.

Georges, J. J. and Grypdonck, M. (2002). Moral problems experienced by nurses when caring for terminally ill people: A literature review. *Nursing Ethics*, *9*(2), 155 - 178

Giallonardo, L. M., Wong, C. A. and Iwasiw, C. L. (2010).Perceived authenticleadership of preceptors: predictor of new graduate nurses' work engagement and job satisfaction. *Journal of Nursing Management, 18*(8), 993-1003.

Gill, J. and Johnson, P. (2002). *Research methods for managers*: SAGE Publication Limited.

Glasberg, A., Norberg, A. and Söderberg, A. (2007). Sources of burnout among healthcare employees as perceived by managers. *Journal of AdvancedNursing, 60*(1), 10-19.

Goldfarb, J. (1991). The Cynical Society, The University of Chicago Press, Chicago.

Goldner, F. H., Ritti, R. R. and Ference, T. P. (1977). The production of cynical knowledge in organizations. *American Sociological Review, 42*, 539-551.

Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociology Review*, *25*, 161-178.

Griffeth R., Hom P. and Gaertner S. (2000). A meta-analysis of antecedents and correlates of employee turnover: update, moderator tests, and research implications for the next millennium. *Journal of Management, 26*(3), 463–488.

Guastello, S. J., Rieke, M. L., Guastello, D. D. and Billings, S. W. (1992). A study of cynicism, personality, and work values. *The Journal of Psychology, 126*(1), 37-48.

Gusfield, J. R. (1977). Power, Justice and Sociological Cynicism. *Stanford Law Review, 29*(2), 371-381.

Gutierrez, K. M. (2005). Critical care nurses' perceptions of and responses to moral distress. *Dimensions of Critical Care Nursing*, *24*(5), 229-241.

Hair, J. F., Black, W. C., Babin, B. J. and Anderson, R. E. (2010). Multivariate data analysis (7th ed.). Englewood Cliffs: Prentice Hall.

Hair, J.F. Jr, Babin, B.J., Money, A.H. and Samouel, P. (2003), *Essential of business research methods*, New Jersey, John Wiley & Sons, Inc.

Hair, J.F. Jr, Black, W.C., Babin, B.J., Anderson, R.E. and Tatham, R.L. (2006), *"Multivariate Data Analysis (6ᵗʰ Edition)"*, Upper Saddle River, NJ, Pearson Prentice Hall.

Halfer D. and Graf E. (2006). Graduate nurse perceptions of the work experience. *Nursing Economics*, *24* (3), 150–155.

Hamric, A. B. (2000). Moral distress in everyday ethics.*Nursing Outlook, 48* (5), 199-201.

Hamric, A. B. (2010). Moral distress and nurse-physician relationships.*Virtual Mentor, 12*(1), 6-11.

Hamric, A. B. and Blackhall, L. J. (2007). Nurse-physician perspectives on the care of dying patients in intensive care units: Collaboration, moral distress, and ethical climate. *Critical Care Medicine*, *35*(2), 422-429.

Hamric, A. B., Davis, W. S. and Childress, M. D. (2006).Moral distress in health care professionals.*The Pharos*, *69*(1), 16-23.

Hannah, S., Lester, P. and Vogelgesang, G. R. (2005). Moral leadership: Explicating the moral component of perceived authentic leadership. In W. L. Gardner, Avolio, B. J. and Walumbwa, F. O. (Eds.), Perceived authentic leadership theory and practice: Origins, effects and development. Boston: Elsevier JAI.

Hart, E.S.,(2005). Hospital ethical climate and registered nurses turnover intentions. *Journal of Nursing Scholarship,* Second Quarter,173-177.

Hart, S. E. (2005). Hospital Ethical Climates and Registered Nurses' Turnover Intentions. Journal of Nursing Scholarship, *37*: 173–177.

Harter, S. (2002).Authenticity. In C. R. Snyder andS. J. Lopez (Eds.), *Handbook of Positive Psychology*, (pp. 382-394). Oxford, England: Oxford University Press.

Hayes, B. and Bonner, A. (2010). job satisfaction, stress and burnout associated with haemodialysis nursing: a review of literature. *Journal of Renal Care, 36*(4), 174-179.

Hefferman, P. and Heilig, S. (1999). Giving "moral distress" a voice: Ethical concerns among neonatal intensive care unit personnel. *Cambridge Quarterly of Healthcare Ethics,8*(2), 173-178.

Henson, R. K. and Roberts, J. K. (2006). Use of exploratory factor analysis in published research:Common errors and some comment on improved practice. Educational and PsychologicalMeasurement, *66*, 393-416.

Hochwarter, W. A., James, M., Johnson, D. and Ferris, G. R. (2004). The Interactive Effects of Politics Perceptions and Trait Cynicism on Work Outcomes. *Journal of Leadership and Organizational Studies, 10*(4), 44-57.

Hodges L., Williams B. and Carman D. (2002). Taking responsibility for nursing's future. *Medsurg Nursing*, *11*(1), 15–24.

Hofstede, G. H. (1991). *Culture and organization: Software of the mind*. London: McGraw-Hill.

Hofstede, G. H.(2001). *Culture's Consequences: Comparing Values, Behaviors, Institutions and Organizations Across Nations*. (2nd ed.) Thousand Oaks, Calif, Sage.

Hogh, A., Hoel, H. and Carneiro, I. G. (2011). Bullying and employee turnover among healthcare workers: a three-wave prospective study. *Journal of Nursing Management, 19*(6), 742-751.

Holmes, N. (2006). The meaning of work: The challenge of regaining employee engagement and reducing cynicism. *Human Resource Management Review, 16*, 199-208.

Hu and Bentler's (1999). Findings. *Structural Equation Modelling*, *11*, 320-341.

Hu, L. and Bentler, P. M. (1998). Fit indices in covariance structure modeling: Sensitivity to underparameterized model misspecification. *Psychological Methods, 3,* 424–453.

Hurst, K. and Smith, A. (2011). Temporary nursing staff – Cost and quality issues. *Journal of Advanced Nursing 67*(2), 287–296.

Hutchinson, M., Jackson, D., Wilkes, L.and Vickers, M. (2008). A new model of bullying in the nursing workplace: Organizational characteristics as critical antecedents. *Advances in Nursing Science, 31*(2), 60-71.

Hutchinson, M., Vickers, M., Jackson, D. and Wilkes, L. (2006). Workplace bullying in nursing: Towards a more critical organisational perspective. *Nursing Inquiry, 13*(2), 118-126.

Hutchinson, M., Vickers, M., Wilkes, L.and Jackson, D. (2010). A typology of bullying behaviours: The experiences of Australian nurses. *Journal of Clinical Nursing, 19*, 2319-2328.

Idris, M. K., O'Driscoll, M. P. and Anderson, M. H. (2011). Longitudinal Mediation Effects of Strain on the Relationships between Role Stressors and Employees' Withdrawal Responses. *Stress and Health, 27*(5), 403-412.

James, Lawrence R., and Allan P. Jones. (1974). Organizational Climate: A Review of Theory and Research. *Psychological Bulletin 81*(12): 1096–1112.

James, S. M. (2005). *Antecedents and Consequences of Cynicism in Organizations: An Examination of Potential Positive and Negative Effects on School Systems.* Unpublished Doctoral Dissertation, The Florida State University College Of Business, Florida.

Jameton, A. (1984). *Nursing practice: The ethical issues.* Englewood Cliffs: Prentice-Hall, Inc.

Janvier, A., Nadeau, S., Deschenes, M., Couture, E. and Barrington, K. J. (2007). Moral distress in the neonatal intensive care unit: Caregiver's experience. *Journal of Perinatology*, *27*(4), 203-208.

Jimmieson, N. L., Peach, M. and White, K. M. (2008). Utilizing the Theory of Planned Behavior to Inform Change Management. *The Journal of Applied Behavioral Science, 44*(2), 237-262.

Johns, G. (2006). The essential impact of context on organizational behavior.*Academy of management review*, *31*(2), 386-408.

Johnson, B., and McClure, R. (2004). Validity and reliability of a shortened, revised version of the Constructivist Learning Environment Survey (CLES). Learning Environments Research, *7*, 65-80.

Johnson, J. L. and O'Leary-Kelly, A. M. (2003). The Effects of Psychological Contract Breach and Organizational Cynicism: Not All Social Exchange Violations Are Created Equal. *Journal of Organizational Behavior, 24*(5), 627-647.

Johnson, M., Phanhtharath, P.and Jackson, B. (2010). The bullying aspect of workplace violence in nursing.*Critical Care Nurse Quarterly, 32*(4), 287-295.

Johnstone M. and Stewart M. (2003). Ethical issues in the recruitment and retention of graduate nurses: a national concern. *ContemporaryNurse,14*(3), 240–247.

Joreskog, K. G. and Sorbom, D. (2004). LISREL 8.7 for windows [Computer Software]. Lincolnwood, IL: Scientific Software International, Inc.

Judd, C.M. and Kenny, D.A. (1981). Process analysis: Estimating mediation in evaluation research. Evaluation Research, *5*, 602-619

Kain, V. J. (2007). Moral distress and providing care to dying babies in neonatal nursing. *International Journal of Palliative Nursing*, *13*(5), 243-248.

Karatepe, O. M. and Agbaim, I. M. (2012). Perceived Ethical Climate and Hotel Employee Outcomes: An Empirical Investigation in Nigeria. *Journal of Quality Assurance in Hospitality and Tourism, 13*(4), 286-315.

Katrinli, A., Atabay, G., Gunay, G. and Cangarli, B. (2010). Nurses' perceptions of individual and organizational political reasons for horizontal peer bullying. *Nursing Ethics, 17*(5), 614-627.

Kegan, R. (1982). The evolving self: Problem and process in human development. Cambridge, MA: Harvard University Press.

Kelly, B. (1998). Preserving moral integrity: A follow-up study with new graduate nurses.*Journal of Advanced Nursing, 28*(5), 1134-1145.

Kelly, H. H. (1973). The process of causal attribution. *American Psychologist, 28,* 107-128.

Kenny, D. A. (1994). *Interpersonal perceptions: A social relations analysis*. New York: Guilford

Kernis, M. H. (2003). Toward a conceptualization of optimal self-esteem.Psychological Inquiry, *14*, 1-26.

Kim, T.-Y., Bateman, T. S., Gilbreath, B. and Andersson, L. M. (2009). Top management credibility and employee cynicism: A comprehensive model. *Human Relations, 62*(10), 1435-1458.

Kirk, D. S. and Matsuda, M. (2011). Legal Cynicism, Collective Efficacy and the Ecology of Arrest. *Criminology, 49*(2), 443-472.

Kivimaki M., Elovainio M. and Vahtera J. (2000). Workplace bullying and sickness absence in hospital staff. Occupational and Environmental Medicine *57*(10), 656.

Kleinman C. (2004). Leadership: a key strategy in staff nurse retention. *The Journal of Continuing Education in Nursing*, *35*(3), 128– 132.

Kline R. (2005). *Principles and Practice of Structural Equation Modeling. 2nd edn*, Guilford Press, New York.

Kohlberg, L. (1984). *The Philosophy of moral development*. New York, NY: Harper and Row.

Kosmala, K. and Herrbach, O. (2006). The ambivalence of professional identity: On cynicism and jouissance in audit firms. *Human Relations, 59*(10), 1393-1428.

Kouzes, J. M. and Posner, B. Z. (2005). Leading in Cynical Times. *Journal of Management Inquiry, 14*(4), 357-364.

Kovner C.T., Brewer C.S., Greene W. and Fairchild S. (2009). Understanding new registered nurses intent to stay at their jobs. *Nursing Economics*, *27* (2), 81–98.

Kozlowski, Steve W. J., and Katherine J. Klein. (2000). *A Multilevel Approach to Theory and Research in Organizations: Contextual, Temporal, and Emergent Processes. In Multilevel Theory, Research, and Methods in Organizations*, edited by Katherine J. Klein and Steve W. J. Kozlowski, 3–90. San Francisco: Jossey-Bass.

Kreiner, G. E. and Ashforth, B. E. (2004). Evidence toward an expanded model of organizational identification. *Journal of Organizational Behavior, 25*(1), 1-27.

Kruglanski, A. W. (1989). *Lay epistemics and human knowledge: Cognitive and motivational bases*. New York: Plenum.

LaDuke, S. (2000). Nurses' perceptions: Is your nurse uncomfortable or incompetent? *The Journal of Nursing Administration, 30*(4), 163-165.

Lamm, E. and Gordon, J. R. (2010). Empowerment, Predisposition to Resist Change, and Support for Organizational Change. *Journal of Leadership and Organizational Studies, 17*(4), 426-437.

Laschinger, H. K. S. and Fida, R. (2013). A time-lagged analysis of the effect of authentic leadership on workplace bullying, burnout, and occupationalturnover intentions. *European Journal of Work and Organizational Psychology*, 1-15. doi: 10.1080/1359432X.2013.804646

Laschinger, H. K. S. and Grau, A. L. (2012). The influence of personal dispositionalfactors and organizational resources on workplace violence, burnout, and health outcomes in new graduate nurses: A cross-sectional study.*International Journal of Nursing Studies, 49*(3), 282-291.

Laschinger, H. K. S., Grau, A. L., Finegan, J. and Wilk, P. (2010). New graduatenurses' experiences of bullying and burnout in hospital settings. *Journal ofAdvanced Nursing, 66*(12), 2732-2742.

Laschinger, H. K. S., Wong, C. A. and Grau, A. L. (2012). Perceived authentic leadership, empowerment and burnout: a comparison in new graduates and experienced nurses. *Journal of Nursing Management*, no-no. doi: 10.1111/j.1365-2834.2012.01375.x

Lee K., Carswell J.J. and Allen N.J. (2000). A meta-analytic review of occupational commitment: relations with person- and work-related variables.*Journal of Applied Psychology,85*(5), 799–811.

Lee, H., Lim, Y., Jung, Y. H. and Shin, W.Y., (2012). Turnover intention of graduate nurses in South Korea. *Japan Journal of Nursing Science* (2012) **9,** 63–75

Lee, M. and Saeed, I. (2001). Oppression and horizontal violence: The case of nurses in Pakistan. *Nursing Forum, 36*(1), 15-24.

Leiter, M. P., Day, A. L., Harvie, P. and Shaughnessy, K. (2007). Personal and organizational knowledge transfer: Implications for worklife engagement. *Human Relations, 60*(2), 259-283.

Leung, K., Ip, O. K. M. and Leung, K.-K. (2010). Social Cynicism and Job Satisfaction: A Longitudinal Analysis. *Applied Psychology, 59*(2), 318-338.

Levin, Jack and Fox, James Alan. (1988). *"Mass Murder: America's Growing Menace",* Plenum Press, Plenum Publishing Corporation, New York.

Lewis, M. (2006). Nurse bullying: organizational considerations in the maintenance and perpetration of health care bullying cultures. *Journal of Nursing Management*, *14*(1), 52-58.

Li, F. and Leung, K. (2012). Effects of Evaluation of Societal Conditions and Work–Family Conflict on Social Cynicism and Distress: A Longitudinal Analysis1. *Journal of Applied Social Psychology, 42*(3), 717-734.

Lindorff, M., Worrall, L. and Cooper, C. (2011). Managers' well-being and perceptions of organizational change in the UK and Australia. *Asia Pacific Journal of Human Resources, 49*(2), 233-254.

Lindsey G. and Kleiner B. (2005). Nurse residency program: an effective tool for recruitment and retention. *Journal of Health Care Finance*, *31* (3), 25–32.

Ludwick, R. and Silva, M. C. (2003). Errors, the nursing shortage and ethics: Surveyresults. *Online Journal of Issues in Nursing*, *8*(3), 9.

Luthans, F. and Avolio, B. J. (2003).*Perceived authentic leadership development.* In K. S. Cameron, J. E. Dutton and R. E. Quirm (Eds.) *Positive organizational scholarship* (pp. 241-261). San Francisco, CA: Barrett-Koehler.

MacKinnon D., Lockwood C. and Williams J. (2004). Confidence limits for the indirect effect: distribution of the product and resampling methods. Multivariate Behavioral Research,*39*(1), 99–128.

MacKinnon, D. P., Warsi, G. and Dwyer, J. H. (1995). A simulation study of mediated effect measures. *Multivariate Behavioral Research, 30*, 41-62.

Martin, Kelly D., and John B. Cullen. (2006). Continuities and Extensions of Ethical Climate Theory: A Meta-Analytic Review. *Journal of Business Ethics,* 69(2): 175–94.

Maslach, C. (2003). Job Burnout. *Current Directions in Psychological Science, 12*(5), 189-192.

May, D. R., Chan, A., Hodges, T. D. and Avolio, B. J. (2003). Developing the moral component of perceived authentic leadership. *Organizational Dynamics, 32*(3), 247-60.

McCall, E. (1996). Horizontal violence in nursing: The continuing silence. *The Lamp, 53*(3), 28-29, 31.

McCarthy, J. and Deady, R. (2008). Moral distress reconsidered. *Nursing Ethics, 15*(2), 254-262.

McClendon, H. and Buckner, E. B. (2007). Distressing situations in the intensivecare unit: A descriptive study of nurses' responses. *Dimensions of CriticalCare Nursing,* 26(5), 199-206

McGuire, W. J. (1985). *Attitudes and attitude change. In G. Lindzey and E. Aronson (Eds.), Handbook of social psychology* (3rd ed., Vol. 2, pp. 233-346). New York: Random House.

McKenna, G., Smith, A., Poole, S. and Coverdale, J. (2003). Horizontal violence: Experiences of Registered Nurses in their first year of practice. *Journal of Advanced Nursing, 42*(1), 90-96.

McLean Parks, J., Li Ma and Gallagher, D. G. (2010). Elasticity in the 'rules' of the game: Exploring organizational expedience. *Human Relations, 63*(5), 701-730.

McVicar, A. (2003). Workplace stress in nursing: a literature review. *Journal of Advanced Nursing, 44*(6), 633-642.

Meltzer, L. S. and Huckabay, L. M. (2004). Critical care nurses' perceptions of futile care and its effect on burnout. *American Journal of Critical Care, 13*(3), 202-208.

Menzel, Donald C. (1995). Ethics Stress in Public Organizations. *Public Productivity and Management Review 20*(1): 70–83.

Menzel, Donald C. (1995). Th e Ethical Environment of Local Government Managers. *American Review of Public Administration 25*(3): 247–61.

Meyerson, D. E. (1990). Uncovering socially undesirable emotions: Experiences of ambiguity in organizations. *American Behavioral Scientist, 33,* 296-307.

Miller, Gerald J., Samuel J. Yeager, W. Bartley Hildreth, and Jack Rabin. (2005). How Financial Managers Deal with Ethical Stress. *Public Administration Review 65*(3): 301–12.

Miller, L. E. and Grush, , J. W. (1988). Improving predictions of expectancy theory research: Effects of personality expectations, and norms. *Academy of Management Journal, 31,*107-122.

Millette, B. E. (1994). Using Gilligan's framework to analyze nurses' stories of moral choices. *Western Journal of Nursing Research*, *16*(6), 660-674.

Mirvis, P. H. and Kanter, D. L. (1992). `Beyond demography: A psychographic profile of the workforce, *Human Resource Management*, *30*, 45-68.

Mirvis, P. H. and Kanter, D. L. (1989). Combatting cynicism in the workplace. *National Productivity Review, 8*(4), 377-394.

Mukherjee, D., Brashler, R., Savage, T. A. and Kirschner, K. L. (2009). Moral distress in rehabilitation professionals: Results from a hospital ethics survey. *PM and R,1*(5),450-458.

Mumtaz, Z., Levay, A., Bhatti, A., and Salway, S. (2013). Signalling, status and inequities in maternal healthcare use in Punjab, Pakistan. Social Science & Medicine, *94*(0), 98-105.

Munir, Y., Khan, S.-U.-R., Khalifah, Z. B., Asif, T., and Khan, H. (2014).Interactive Effect of Organizational Cynicism on Perception ofOrganizational Politics and Citizenship Behaviour. *International Journal of Information Processing and Management*, *5*(1), 18-27.

Muthén, B. and Muthén, L. (2000). Integrating person-centered and variable-centered analysis: growth mixture modeling with latent trajectory classes. Alcoholism: Clinical and Experimental Research, *24*, 882-891.

Naus, F., van Iterson, A. and Roe, R. (2007). Organizational cynicism: Extending the exit, voice, loyalty, and neglect model of employees' responses to adverse conditions in the workplace. *Human Relations, 60*(5), 683-718.

Nazarko, L. (2001). Bullying and harassment.*Nursing Management 8*(1), 14-15.

Neale MC, Boker SM, Xie G, Maes HH (2003). *Mx: Statistical Modeling.* VCU Box900126, Richmond, VA 23298: Department of Psychiatry. 6th Edition.

Neves, P. (2012). Organizational cynicism: Spillover effects on supervisor–subordinate relationships and performance. *The Leadership Quarterly, 23*(5), 965-976.

Newman, A., Thanacoody, R. and Hui, W.,(2012). The effects of perceived organizational support, perceived supervisor support and intra-organizational network resources on turnover intentions A study of Chinese employees in multinational enterprises. *Personnel Review.41*(1), 2012.pp. 56-72

Nixon, A. E., Yang, L.-Q., Spector, P. E. and Zhang, X. (2011). Emotional labor in china: do perceived organizational support and gender moderate the process? *Stress and Health, 27*(4), 289-305.

Norberg, A., Norberg, B. and Bexell, G. (1980). Ethical problems in feeding patients with advanced dementia. *BMJ*, *281*(6244), 847-848.

O'Connell, B. J., Holzman, H. and Armamdi, B. R. (1986). Police cynicism and the modes of adaptation. *Journal of Police Science and Administration, 14,* 307-313.

O'Fallon, Michael J., and Kenneth D. Butterfi eld. (2005). A Review of the Empirical Ethical Decision-Making Literature: 1996–2003. *Journal of Business Ethics 59(4):* 375–413.

O'Brien, A. T., Haslam, S. A., Jetten, J., Humphrey, L., O'Sullivan, L. and Postmes, T. (2004). Cynicism and disengagement among devalued employee groups: The need to ASPIRe. *Career Development International, 9*(1), 28-44.

O'Leary, M. (2003). From Paternalism to Cynicism: Narratives of a Newspaper Company. *Human Relations, 56*(6), 685-704.

Olson, J. M. and Zanna, M. P. (1990). *Self-inference processes: The Ontario Symposium*, (Vol.6). Hillsdale, NJ: Erlbaum.

Oreg, S., Vakola, M. and Armenakis, A. (2011). Change Recipients' Reactions to Organizational Change. *The Journal of Applied Behavioral Science, 47*(4), 461-524.

Paley, J. (2004). Commentary: The discourse of moral suffering. *Journal of Advanced Nursing, 47*(4), 364-365.

Pallant, J., (2005). *SPSS survival manual: a step by step guide to data analysis using SPSS for windows (Version 12)*. 2nd ed. Maidenhead: Open University Press.

Parker, C., Dipboye, R. and Jackson, S. (1995). Perceptions of organizational politics: An investigation of antecedents and consequences. *Journal of Management, 5,* 891-912.

Parker, Christopher P., Boris B. Baltes, Scott A. Young, Joseph W. Huff , Robert A. Altmann, Heather A. LaCost, and Joanne E. Roberts. (2003). Relationships between Psychological Climate Perceptions and Work Outcomes: A Meta-Analytic Review. *Journal of Organizational Behavior,24*(4): 389–416.

Parker, R. S. (1990). Nurses' stories: The search for a relational ethic of care. *Advances in Nursing Science*, *13*(1), 31-40.

Parry J. (2008). Intention to leave the profession: antecedents and role in nurse turnover. Journal of Advanced Nursing,*64*(2), 157–167

Patti, R. J. (1974). Organizational Resistance and Change: The View from Below. *Social Service Review, 48*(3), 367-383.

Pennsylvania Patient Safety Authority. (2010). Chain of command: When disruptive behavior affects communication and teamwork. *Pennsylvania Patient Safety Advisory,* *7*(Suppl.2), 1-11. Retrieved from http://www.patientsafetyauthority.org/Advisor/AdvisoryLibrary/2010/jun16_7(suppl2)/documents/04.pdf

Penticuff, J. H. and Walden, M. (2000). Influence of practice environment and nurse characteristics on perinatal nurses' responses to ethical dilemmas. *NursingResearch*, *49*(2), 64-72.

Peter and Liaschenko, J. (2004). Perils of proximity: A spatiotemporal analysis of moraldistress and moral ambiguity. *Nursing Inquiry*, *11*(4), 218-225.

Peter, Lunardi, V. L. and Macfarlane, A. (2004). Nursing resistance as ethical action Literature review. *Journal of Advanced Nursing*, *46*(4), 403-416

Peter, Macfarlane and O'Brien-Pallas. (2004). Analysis of the moral habitability of the nursing work environment. *Journal of Advanced Nursing*, *47*(4), 356-364.

Peterson, C. and Seligman, M. (2004). *Integrity, Authenticity, Honesty. Character strengths and virtues: A handbook and classification*(pp. 249-271). Washington, DC, New York, NY, USUS: American Psychological Association.

Peterson, Dane K. (2002). Deviant Workplace Behavior and the Organization's Ethical Climate. *Journal of Business and Psychology,17*(1), 47–61.

Poole, E. D. and Regoli, R. M. (1980a). Examining the Impact of Professionalism on Cynicism, Role Conflict, and Work Alienation among Prison Guards. *Criminal Justice Review, 5*(2), 57-65.

Poole, E. D. and Regoli, R. M. (1980b). Work Relations and Cynicism Among Prison Guards. *Criminal Justice and Behavior, 7*(3), 303-314.

Poole, Marshall Scott. (1985). *Communication and Organizational Climates: Review, Critiques, and a New Perspective. In Organizational Communication: Traditional Themes and New Directions*, edited by Robert McPhee and Phillip K. Tompkins, 79–108. Beverly Hills, CA: Sage Publications.

Prasad, A., Prasad, P. and Mir, R. (2011). One mirror in another: Managing diversity and the discourse of fashion. *Human Relations, 64*(5), 703-724.

Pratkanis, A. R. and Greenwald, A. G. (1989). A sociocognitive model of attitude structure and function. *Advanced Experimental Social Psychology, 22,* 245-285.

Preacher, K., Rucker, D. and Hayes, A. (2007).Addressing Moderated Mediation, Hypotheses: Theory, Methods and Prescriptions. *Multivariate Behavioral Research, 42(1), 85–227.*

Price J.L. (2001). Reflection on the determinants of voluntary turnover. *International Journal of Manpower,22*(7/8), 600–626.

Pugh, S. D., Skarlicki, D. P. and Passell, B. S. (2003).After the fall: Layoff victims' trust and cynicism in re-employment. *Journal of Occupational and Organizational Psychology, 76,* 201-212.

Punjab Health Department (2013).Retrieved fromhttp://health.punjab.gov.pk/?q=Services_Package, April 12, 2013

Quine L. (2001) Workplace bullying in nurses.*Journal of Health Psychology,6* (1), 73–84.

R. K., Sayers, J. G. and Matheny, J. A. (2010). Emotional Responses to the Speed, Frequency and Timing of Organizational Change. *Time and Society, 19*(1), 28-53.

Raile, D.E., (2012). Building Ethical Capital: Perceptions of Ethical Climate in the Public Sector.*Public Administration Review.73*(2), 253–262.

Randall, P. (1997). *Adult bullying: Perpetrators and victims*. London: Routledge.

Randle, J. (2003). Bullying in the nursing profession.*Journal of Advanced Nursing.43* (4), 395–401.

Rayner, C. and Hoel, H. (1997).A summary review of literature relating to workplace bullying.*Journal ofCommunity and Applied Social Psychology, 7*, 181–191.

Regoli, R. M. and Poole, E. D. (1978). Explaining Cynicism among City and County Police. *Criminal Justice Review, 3*(1), 93-99.

Reichers, A. E., Wanous, J. P. and Austin, J. T. (1997). Understanding and managing cynicism about organizational change. *Academy of Management Executive, 11,* 44-59.

Reichers, Arnon E., and Benjamin Schneider. (1990). *Climate and Culture: An Evolution of Constructs. In Organizational Climate and Culture,* edited by Benjamin Schneider, 5–39. San Francisco: Jossey-Bass.

Repenshek, M. (2009). Moral distress: Inability to act or discomfort with moral subjectivity? *Nursing Ethics*, *16*(6), 734-742.

Rhodes, L., Eisenberger, R. and Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of Applied Psychology, 86,* 825-836.

Rittschof, K. R. (2013). *The Influence of Transformational Leadership and Job Burnout on Child Protective Services Case Managers' Commitment and Intent to Quit.*3568319 Ph.D., Walden University, Ann Arbor.Retrieved from https://vpn.utm.my/docview/1418289734?accountid=41678   ProQuest Dissertations and Theses Full Text database.

Roberts, S. (1983). Oppressed group behavior: Implications for nursing. *Advances in Nursing Science, 5*(4), 21-30.

Roberts, S. (1983). Oppressed group behavior: Implications for nursing. *Advances in Nursing Science, 5*(4), 21-30.

Roberts, S., Demarco, R. and Griffin, M. (2009). The effect of oppressed group behaviors on the culture of the nursing workplace: A review of the evidence and interventions for change. *Journal of Nursing Management, 17*(3), 288-293.

Roche, M., Diers, D., Duffield, C. and Catling-Paull, C. (2010).Violence towards nurses, the work environment and patient outcomes. *Journal of Nursing Scholarship, 4*(1), 13-22.

Rodney, P. (1988). Moral distress in critical care nursing. *Canadian Critical Care Nursing Journal*, *5*(2), 9-11.

Rodney, P., Varcoe, C., Storch, J. L., McPherson, G., Mahoney, K., Brown, H., *et al.*(2009). Navigating towards a moral horizon: a multisite qualitative study of ethical practice in nursing. *Can J Nurs Res*, *41*(1), 292-319.

Rosenstein, A. and O'Daniel, M. (2005). Disruptive behavior and clinical outcomes: Perceptions of nurses and physicians. *The American Journal of Nursing, 105*(1), 54-64.

Rowe, M. and Sherlock, H. (2005). Stress and verbal abuse in nursing: do burned out nurses eat Their young? *Journal of Nursing Management, 13*(3), 242-248.

Ruane, J. M. (2005). Essentials of research methods: A guide to social science research. Malden, MA: Blackwell. U.S. Department of Labor Bureau of Labor Statistics (2006).Mass layoffs in December 2006. Retrieved from Web 2/2/13. http://www.bls.gov/news.release/pdf/mmls.pdf.

Ruby, P. R., Safrunisa, S., Perveen,R., Sadiq, M., (2012).Prevalence of physical violence against nurses at emergency department at tertiary care hospitals in Karachi, Pakistan. *Proceedings of the Third International Conference on Violence in the Health Sector linking local initiatives with global learning. 3*, 92-93. Sheraton Vancouver Airport Hotel Vancouver Canada.

Rushton, C. H. (1992). Care-giver suffering in critical care nursing. *Heart and Lung,21*(3), 303-306.

Rushton, C. H. (2006). Defining and addressing moral distress: Tools for critical care nursing leaders. *AACN Advanced Critical Care*, *17*(2), 161-168.

Ryan, R. M. and Deci, E. L. (2004). *Autonomy is no illusion: Self-determination theory and the empirical study of authenticity, awareness, and will.* In J. Greenberg, S. L. Koole and T. Pyszczynski (Eds.), Handbook of Experimental Existential Psychology. New York, NY: Guilford Press.

Salanova, M., Llorens, S., García-Renedo, M., Burriel, R., BresÓ, E. and Schaufeli, W. B. (2005). Towards a Four-Dimensional Model of Burnout: A Multigroup Factor-Analytic Study Including Depersonalization and Cynicism. *Educational and Psychological Measurement, 65*(5), 807-819.

Schluter, J., Winch, S., Holzhauser, K. and Henderson, A. (2008). Nurses' moral sensitivity and hospital ethical climate: A literature review. *Nursing Ethics, 15*(3), 304-321.

Schminke, Marshall, Maureen L. Ambrose, and Donald O. Neubaum. (2005). TheEffect of Leader Moral Development on Ethical Climate and Employee Attitudes. *Organizational Behavior and Human Decision Processes,97*(2): 135–51.

Schminke, Marshall, Maureen L. Ambrose, and Donald O. Neubaum. (2005). TheEffect of Leader Moral Development on Ethical Climate and Employee Attitudes. *Organizational Behavior and Human Decision Processes,97*(2):135–51.

Schneider, Benjamin, and Arnon E. Reichers.(1983). On the Etiology of Climates.*Personnel Psychology,36*(1): 19–39.

Schuster, M. A., Stein, B. D., Jaycox, L. H., Collins, R. L., Marshall, G. N., Elliott, M. N. and Berry, S. H. (2001). A national survey of stress reactions after the September 11, 2001, terrorist attacks. *New England Journal of Medicine,345*(20), 1507-1512.

Schwarzer, R. and Knoll, N. (2007). Functional roles of social support within the stress and coping process: A theoretical and empirical overview. *International Journal of Psychology,42*(4), 243-252.

Scott E.S., Engelke M.K. and Swanson M. (2008) New graduate nurse transitioning: necessary or nice?*Applied Nursing Research*, *21* (2), 75–83

Sekaran, Uma and Bougie, Roger. (2011). *Research Methods for Business: A Skill Building Approach* (5th ed.). United Kingdom: John Wiley and Sons Ltd.

Selander, L. and Henfridsson, O. (2011). Cynicism as user resistance in IT implementation. *Information Systems Journal*, no-no. doi: 10.1111/j.1365-2575.2011.00386.x

Seligman, M. E. (2002). *Authentic happiness: Using the new positive psychology to realize your potential for lasting fulfillment*. New York, NY: Free Press.

Settoon, R. P. and Mossholder, K. W. (2002).Relationship quality and relationship context as antecedents of person- and task-focused interpersonal citizenship behavior.*Journal ofApplied Psychology, 87,* 255-267.

Settoon, R. P., Bennett, N. and Liden, R. C. (1996). Social exchange in organizations: Perceived organizational support, leader-member exchange, and employee reciprocity. *Journal ofApplied Psychology, 81,* 219-227.

Shahnawaz, M. G. and Goswami, K. (2011). Effect of Psychological Contract Violation on Organizational Commitment, Trust and Turnover Intention in Private and Public Sector Indian Organizations. *Vision: The Journal of Business Perspective, 15*(3), 209-217.

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, 12*(5), 580-588.

Shahzad, A. and Malik, R. K. (2014). Workplace Violence: An Extensive Issue for Nurses in Pakistan—: A Qualitative Investigation. *Journal of Interpersonal Violence, 29*(11), 2021-2034.

Shaw, H. and Degazon, C. (2008). Integrating the core professional values of nursing: A profession, not just a career. *Journal of Cultural Diversity, 15*(1), 44-50.

Shelton, P. M., Waite, A. M. and Makela, C. J. (2010). Highly Effective Teams: A Relational Analysis of Group Potency and Perceived Organizational Support. *Advances in Developing Human Resources, 12*(1), 93-114.

Shore, L. M. and Tetrick, L. E. (1995). *The psychological contract as an explanatory framework in the employment relationship.* In C. L. Cooper and D. M. Rousseau (Eds.), *Trends in organizational behavior* (pp. 91-109). New York: John Wiley and Sons.

Sikora, P. B., Beaty, E. D. and Forward, J. (2004). Updating Theory on Organizational Stress: the Asynchronous Multiple Overlapping Change (AMOC) Model of Workplace Stress. *Human Resource Development Review, 3*(1), 3-35.

Simons, S. (2008). Workplace bullying experienced by Massachusetts Registered Nurses and the relationship to intention to leave the organization. *Advances in Nursing Science, 31*(2), E48-E59.

Smith GSmith G. and Seccombe I. (1999). Changing Times: A Survey of Registered Nurses in 1998. http://www.employment-studies.co.uk/ summary/summary.php?id=351 on 13 June 2012.

Sochalski J. (2002). Nursing shortage redux: turning the corner on an enduring problem. Health Affairs,*21*(5), 157–164

Sofield, L. and Salmond, S. (2003). Workplace violence: A focus on verbal abuse ad intent to leave the organization. *Orthopaedic Nursing*, *22*(4), 274-283.

Somani, K. R., Karmaliani,R., McFarlane,J., Hirani, S., Asad, N.,(2012). Prevalence of workplace violence towards nurses at the government and private healthcare settings in Karachi, Pakistan. *Proceedings of the Third International Conference on Violence in the Health Sector linking local initiatives with global learning.3*, 101-106. Sheraton Vancouver Airport Hotel Vancouver Canada

Somani, K., and Khowaja, K. (2012). Workplace violence towards nurses: A reality from the Pakistani Context. *Journal of Nursing Education and Practice*, *2*, 148-153.

Srivastava, A. and Adams, J. W. (2011). Relationship between cynicism and job satisfaction: exploration of mechanisms. *Psychological Reports, 108*(1), 27-42.

Stachowicz-Stanusch, A. and Simha, A. (2013). An empirical investigation of the effects of ethical climates on organizational corruption. *Journal of Business Economics and Management, 14*(sup1), S433-S446.

Stanley, D. J., Meyer, J. P. and Topolnytsky, L. (2005). Employee Cynicism and Resistance to Organizational Change. *Journal of Business and Psychology, 19*(4), 429-459.

Stanley, D. J., Meyer, J. P. and Topolnytsky, L. (2005). Employee cynicism and resistance to organizational change. *Journal of Business and Psychology, 19*(4), 429-459.

Steiger, J. H. and Lind, J. C. (1980).*Statistically-based tests for the number of common factors. Paper presented at the annual spring meeting of the Psychometric Society*, Iowa City, IA.

Stokes, D. M. (2013). *Exploring the relationship between cultural intelligence, transformational leadership, and burnout in doctorate of education students.*3603987 Ed.D., Liberty University, Ann Arbor. Retrieved from https://vpn.utm.my/docview/1474901170?accountid=41678 ProQuest Dissertations and Theses Full Text database.

Sundin-Huard, D. and Fahy, K. (1999). Moral distress, advocacy and burnout: Theorizing the relationships. *International Journal of Nursing Practice*, *5*(1), 8-13.

Suzuki, E., Tagaya, A., Ota, K., Nagasawa, Y., Matsuura, R. and Sato, C. (2010). Factors affecting turnover of Japanese novice nurses in university hospitals in early and later periods of employment. *Journal of Nursing Management, 18*(2), 194-204. doi:

Tabachnick, B. G. and Fidell, L. S. (2001). *Using Multivariate Statistics*. Boston: Allyn and Bacon.

Tai T., Bame S. and Robinson C. (1998). Review of nursing turnover research, 1977-1996. *Social Science and Medicine, 47*(12), 1905– 1924.

Taxman, F. S. and Gordon, J. A. (2009). Do Fairness and Equity Matter? *Criminal Justice and Behavior, 36*(7), 695-711.

Tett R. and Meyer J. (1993). Job satisfaction, organizational commitment, turnover intention and turnover: path analyses based on meta-analytic findings. *Personnel Psychology,46*(2), 259–293.

Thomas, C. H. and Lankau, M. J. (2009). Preventing burnout: the effects of LMX and mentoring on socialization, role stress, and burnout. *Human Resource Management, 48*(3), 417-432.

Thompson, R. C., Bailey, L. L., Joseph, K. M., Worley, J. A. and Williams, C. A. (1999).*Organizational change: Effects of fairness perceptions on cynicism*. In U. S. D. o. T. F. A. Administration (Ed.).

Thompson, R. C., Joseph, K. M., Bailey, L. L., Worley, J. A. and Williams, C. A. (2000).*Organizational change: An assessment of trust and cynicism*. In U.S. D. o. T. F. A. Administration (Ed.).

Toppinen-Tanner, S., Kalimo, R. and Mutanen, P. (2002). The process of burnout in white-collar and blue-collar jobs: eight-year prospective study of exhaustion. *Journal of Organizational Behavior, 23*(5), 555-570.

Tourangeau, R., Rasinski, K. A. and Bradburn, N. (1989). Belief accessibility and context effects in attitude measurement. *Journal of Experimental Social Psychology, 25,* 401-421.

Treviño, Linda Klebe, Kenneth D. Butterfield, and Donald L. McCabe. (1998). TheEthical Context in Organizations: Influences on Employee Attitudes and Behaviors. *Business Ethics Quarterly,8*(3): 447–76

Trochim, William (2006). *The Research Methods Knowledge Base*, 2nd Edition. Retrieved from the Internet at http://www.socialresearchmethods.net/kb

Turner, J. H. and Valentine, S. R. (2001). Cynicism as a Fundamental Dimension of Moral Decision-Making: A Scale Development. *Journal of Business Ethics, 34*(2), 123-136.

Ulrich, C., O'Donnell, P., Taylor, C., Farrar, A., Danis, M. and Grady, C., (2007). Ethical climate, ethics stress, and the job satisfaction of nurses and social workers in the United States. *Social Science and Medicine.65*, 1708–1719

Urbany, J. E. (2005). Inspiration and Cynicism in Values Statements. *Journal of Business Ethics, 62*(2), 169-182.

Valentine, S. and Elias, R. Z. (2005). Perceived corporate ethical values and individual cynicism of working students. *Psychological Reports, 97*, 832-834.

Valentine, S., Godkin, L., Fleischman, M. G. and Kindwell, R., (2010). Corporate Ethical Values, Group Creativity, Job Satisfaction and Turnover Intention: The Impact of Work Context on Work Response. *Journal of Business Ethics*, *98*, 353–372.

Vance, R. J., Brooks, S. W. and Tesluk, P. E. (1996). *Organizational cynicism andchange.*Working paper, Pennsylvania State University, University Park.

VanSandt, Craig V., Jon M. Shepard, and Stephen M. Zappe. (2006). An Examination of the Relationship between Ethical Work Climate and Moral Awareness. *Journal of Business Ethics 68(4): 409–32.*

Vardi, Yoav. (2001). The Effects of Organizational and Ethical Climates on Misconduct at Work. *Journal of Business Ethics*, *29*(4): 325–37.

Vartia, M.A-L., (2001).Consequences of workplace bullying with respect to the well-being of its targets and the observers of bullying. *Scand J Work Environ Health*, *27*(1):63—69

Vashdi, Dana, R., Eran Vigoda-Gadot, and Dvir, Shlomi. (2012). Assessing Performance: The Impact of Organizational Climates and Politics on Public Schools' Performance. *Public Administration.* Published electronically on January 31.

Vessy, J., DeMarco, R. and DiFazio, R. (2010). Bullying, harassment and horizontal violence in the nursing workforce: The state of the science. *Annual Review of Nursing Research, 28*, 133-157.

Victor, Bart, and John B. Cullen. (1988). The Organizational Bases of Ethical Work Climates. *Administrative Science Quarterly,33*(1): 101–25.

Vigoda-Gadot, Eran, and Danit Kapun. (2005). Perceptions of Politics and Performance in Public and Private Organizations: A Test of One Model across Two Sectors. *Policy and Politics,33*(2): 251–76.

Vroom, V. H. (1964). *Work and motivation.* New York: Wiley Johnson and Sons.

Walrath, J., Dang, D. and Nyberg, D. (2010). Hospital RNs' experience with disruptive behavior: A qualitative study. *Journal of Nursing Care Quality, 25*(2), 105-116.

Walter, F. and Bruch, H. (2008). The positive group affect spiral: a dynamic model of the emergence of positive affective similarity in work groups. *Journal of Organizational Behavior, 29*(2), 239-261.

Walumbwa, F. O., Avolio, B. J., Gardner, W. L., Wernsing, T. S. and Peterson, S. J. (2008).Perceived authentic leadership: Development and validation of a theory-based measure. Journal of Management, *34* (1), 89-126.

Wanous, J. P., Reichers, A. E. and Austin, J. T. (2000). Cynicism about Organizational Change. *Group and Organization Management, 25*(2), 132-153.

Wanous, J., Reichers, A. and Austin, J. (1994). Organizational cynicism: An initial study. *Academy of Management Best Papers Proceedings,* 269-273.

Weber, James, Lance B. Kurke, and David W. Pentico. (2003). Why Do Employees Steal? Assessing Diff erences in Ethical and Unethical Employee Behavior Using Ethical Work Climates. *Business and Society,42*(3): 359–80.

West E., Barron D. and Reeves R. (2005) Overcoming the barriers to patient-centredcare: time tools and training. *Journal of Clinical Nursing,14*, 435–443.

Wilkerson, J. M., Davis, W. D. and Love, M. S. (2003). *On cynicism and badmouthing:Links to citizenship behavior and coworkers' influence.* Paper presented at the 20th annual meeting of the Southern Management Association, Clearwater.

Wilkerson, J. M., Evans, W. R. and Davis, W. D. (2008). A Test of Coworkers' Influence on Organizational Cynicism, Badmouthing, and Organizational Citizenship Behavior. *Journal of Applied Social Psychology, 38*(9), 2273-2292.

Wilkinson, J. M. (1987/88). Moral distress in nursing practice: Experience and effect. *Nursing Forum, 23*(1), 16-29.

Wilson, M. A., Goettemoeller, D. M., Bevan, N. A. and McCord, J. M. (2013). Moral distress: levels, coping and preferred interventions in critical care and transitional care nurses. *Journal of Clinical Nursing, 22*(9-10), 1455-1466.

Wojtowicz, B., Hagen, B. and Van Daalen-Smith, C. (2013). No place to turn: Nursing students' experiences of moral distress in mental health settings.*International Journal of Mental Health Nursing*, n/a-n/a. doi: 10.1111/inm.12043

Wong, C. A. and Laschinger, H. K. S. (2013). Perceived authentic leadership, performance, and job satisfaction: the mediating role of empowerment. *Journal of Advanced Nursing, 69*(4), 947-959.

Wong, C. A., Spence Laschinger, H. K. and Cummings, G. G. (2010). Perceived authentic leadership and nurses' voice behaviour and perceptions of care quality. *Journal of Nursing Management, 18*(8), 889-900.

Wu, C., Neubert, M. J. and Xiang Yi. (2007). Transformational Leadership, Cohesion Perceptions, and Employee Cynicism About Organizational Change. *The Journal of Applied Behavioral Science, 43*(3), 327-351.

Wu, S., Zhu, W., Li, H., Lin, S., Chai, W. and Wang, X. (2012). Workplace violence and influencing factors among medical professionals in China. *American Journal of Industrial Medicine, 55*(11), 1000-1008.

Ying, L., Kunaviktikul, W. and Tonmukayal, O., (2007). Nursing competency and organizational climate as perceived by staff nurses in a Chinese university hospital. *Nursing and Health Sciences.*9, 221–227.

Zanna, M. P. and Rempel, J. K. (1988*). Attitudes: A new look at an old concept.* In D. Bar-Tal and A. W. Kruglanski (Eds.), *The social psychology of knowledge* (pp. 315-334). New York: Cambridge University Press.

Zhu, W., May, D. R. and Avolio, B. J. (2004).The impact of ethical leadership behavior on employee outcomes: The role of psychological empowerment and authenticity. *Journal of Leadership and Organizational Studies, 11* (1), 1-26.

Zonis, M. (1968). Political Elites and Political Cynicism in Iran. *Comparative Political Studies, 1*(3), 351-371.