ORGANISATIONAL CYNICISM AS MEDIATOR AND SELF-EFFICACY AS MODERATOR IN THE RELATIONSHIP BETWEEN WORKPLACE INCIVILITY, ROLE STRESSOR, PSYCHOLOGICAL EMPOWERMENT AND TURNOVER INTENTION

TAHIRA NAZIR

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Universiti Teknologi Malaysia

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DEDICATION

Dedicated to my family who showed remarkable endurance during the

finalization of my thesis and extended me persistent support

and encouragement throughout my studies

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ABSTRACT

Organisational cynicism has been extensively studied under topics such as feelings of employees being disregarded by the organisation, and not being treated with respect and dignity. It has been observed that cynicism is a potential cause of nurses thinking of leaving their organisations. Therefore, shortage of nurses has adversely affected the profession globally. The current study investigated empirically the relationship of workplace incivility, role stressors and psychological empowerment with turnover intention and the mediating effect of organisational cynicism on these relationships. Moreover, this study investigated the moderating effect of self-efficacy on the relationship of role stressors and organisational cynicism. Data was collected from nurses of public and private sector hospitals located at Rawalpindi and Islamabad, Pakistan. 500 questionnaires were distributed to the nurses, of which 395 had participated in the study. The data were analyzed using AMOS and SPSS. Data were found to be normal and fulfilled all the requirements of structure equation modeling (SEM). A significant positive association of workplace incivility with organisational cynicism and turnover intention was found in the study. Nevertheless, no significant relationship was found between workplace incivility and turnover intention. Role stressors were found to have significant relationship with organisational cynicism and turnover intention. However, psychological empowerment was not significantly related to organisational cynicism but was negatively related to turnover intention. Self-efficacy as a moderator has been proven to have a significant buffering impact on the relationship between role stressors and organisational cynicism. The findings of this study insightfully contribute in terms of theoretical, practical and conceptual implications for future researchers to better understand the antecedents and consequences of organisational cynicism. Moreover, this study provides several discernments and valuable guidelines for academicians, researchers and policy makers. Future recommendations in terms of considering cultural values, environmental and economic conditions relating the cynical attributions of staff nurses were offered with practical implementations. In short, this study provides a workable model for the health care sector of Pakistan on how organisational cynicism and turnover intention among the nurses can be reduced.

ABSTRAK

Sinisisme organisasi telah dikaji secara mendalam di bawah topik seperti perasaan pekerja yang tidak diendahkan oleh organisasi dan tidak diperlakukan dengan hormat dan bermaruah. Didapati bahawa sinisme merupakan penyebab yang berpotensi bagi jururawat untuk meninggalkan organisasi mereka. Oleh itu, kekurangan jururawat telah menjejaskan profesion ini di seluruh dunia. Kajian terkini mengkaji secara empirikal hubungan ketidaksopanan di tempat kerja, tekanan peranan dan pemerkasaan psikologi dengan niat untuk berhenti kerja dan kesan pengantaraan sinisme dalam organisasi terhadap hubungan ini. Selain itu, kajian ini juga mengkaji kesan penyederhanaan keberkesanan diri terhadap hubungan tekanan peranan dan sinisme dalam organisasi. Data dikumpul daripada jururawat di kedua-dua hospital awam dan swasta yang terletak di Rawalpindi dan Islamabad, Pakistan. Sebanyak 500 soal selidik telah diedarkan kepada jururawat di mana 395 telah mengambil bahagian dalam kajian ini. Data telah dianalisis dengan menggunakan AMOS dan SPSS. Data yang diperoleh didapati normal dan memenuhi segala keperluan pemodelan persamaan struktur (SEM). Hubungan positif yang signifikan antara ketidakpuasan di tempat kerja dengan sinisme dalam organisasi dan niat untuk berhenti kerja telah ditemui dalam kajian ini. Walau bagaimanapun, tiada hubungan yang signifikan didapati antara ketidaksopanan di tempat kerja dengan niat untuk berhenti kerja. Tekanan peranan didapati mempunyai hubungan yang signifikan dengan sinisme dalam organisasi dan niat untuk berhenti kerja. Namun, pemerkasaan psikologi didapati tidak mempunyai hubungan yang signifikan dengan sinisme dalam organisasi tetapi mempunyai hubungan negatif dengan niat untuk berhenti kerja. Keberkesanan kendiri sebagai pengantara telah terbukti mempunyai kesan yang signikan ke atas hubungan antara tekanan peranan dan sinisme dalam organisasi. Dapatan kajian ini secara jelas menyumbang dari segi implikasi teori, praktikal dan konseptual untuk pengkaji akan datang agar lebih memahami dengan lebih baik latar belakang dan akibat sinisme dalam organisasi. Selain itu, kajian ini memberi beberapa pengamatan dan garis panduan yang berharga untuk ahli akademik, penyelidik dan pembuat dasar. Cadangan untuk masa depan dari segi mempertimbangkan nilai budaya, keadaan alam sekitar dan ekonomi yang berkaitan dengan atribut sinisme kakitangan jururawat ditawarkan dengan pelaksanaan praktikal. Secara ringkasnya, kajian ini menyediakan model yang boleh dilaksanakan untuk sektor penjagaan kesihatan Pakistan tentang bagaimana sinisisme organisasi dan niat untuk berhenti kerja dalam kalangan jururawat dapat dikurangkan.

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LIST OF ABBREVIATIONS

AGFI	-	Adjusted Goodness of Fit Index
B	-	Beta Value
C.R	-	Correlation
CFA	-	Confirmatory Factor Analysis
CFI	-	Comparative Fit Index
Df	-	Degree of Freedom
GFI	-	Goodness of Fit Index
NFI	-	Normal Fit Index
OC		Organisational Cynicism
P	-	Level of Significance
PE	-	Psychological Empowerment
RA	-	Role Ambiguity
RMSEA	-	Root Mean Square Error of Approximation
RN	-	Registered Nurses
ROL	-	Role Overload
RS	-	Role Stressors
SE	-	Self-Efficacy
SEM	-	Structural Equation Modeling
TI	-	Turnover Intentions
TLI	-	Tucker-Lewis Index
WC	-	Work Conflict
WFC	-	Work Family Conflict
WI	-	Workplace Incivility

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CHAPTER 1

INTRODUCTION

1.1 Chapter Overview

This chapter describes background of the study, statement of the problem, research questions, research objectives, scope of study, and significance of the study that includes theoretical and practical importance and finally operational definitions of the variables.

1.2 Background of Study

Over the last few decades, employees' attitudes have gained mounting popularity for the researchers. The main reason of popularity is the profound effect of employees' attitude on behavior and many other organisational outcomes (Bashir *et al.*, 2105). Among these attitudes, a relatively new conceptualization is organisational cynicism, defined as negative attitude towards its employing organization "negative attitude towards its employing organization comprising three dimensions: (1) a belief that the organization lacks integrity; (2) negative affect toward the organization; and (3) tendencies to disparaging and critical behaviors toward the organization that are consistent with these beliefs and affect." (Dean *et al.*, 1998). Volpe (2014) indicated a paucity of research on organisational cynicism in US health care services, while a contemporary study of Pakistan, indicated the serious apprehensions relating to the cynical attitudes of health care staff which ultimately resultant their acute wish to quit their organization (Shehzad and Malik,

2014). Turnover intention is the main outcome of organisational cynicism, dominantly in staff nurses of Pakistan (Nazir *et al.*, 2016).

According to many researchers, turnover intention is the product of cynical environment at the workplace which underpins the workforce to leave their organization (Shahzad and Mehmood, 2012; Shahzad; Chiaburu *et al*, 2013). Therefore, negative attitudes contribute a lot in creating cynicism and turnover intention (Jimenz, *et al.*, 2015). Another contemporary study of Khan (2014) has confirmed that employees in Pakistan have to face cynical related issues at their workplace which lead them to think of leaving their organization. The findings of Laschinger *et al.*, (2009) confirmed that cynicism is considered the predictor of turnover intention. Similarly, Chiaburue *et al.*, (2013) identified a positive relationship between organisational cynicism and turnover intention. Therefore, this study, predominantly identified the factors like workplace incivility, role stressors and psychological empowerment which accumulate cynical attitude in staff nurses and gauge their response in terms of turnover intention (Umer *et al.*, 2016; Munir *et al.*, 2014; Chiaburu *et al*, 2013).

Another negative attitude which accrues the organisational cynicism in nurses is workplace incivility (Umer *et al.*, 2016). Researchers like Companna and Hammond (2015) also confirmed the empirical evidence from health care settings that uncivil behavior created cynical attitude. In the same line, Shahzad and Malik affirmed that negative attitudes inculcated the strong wish of quitting the organization among nurses. In most of the cases, such negative behaviors are experienced from senior doctors, families and patients, and thus change the nurses' attitude towards their organizations (Cottingham *et al.*, 2011; Kocoglu, 2014). Study of Umer *et al.*, (2016) also confirmed that incivility becomes the reason of depersonalization i.e. cynicism, which ultimately predicts the turnover intention. Recent researchers Fahim and Mehmood (2016) also confirmed that nurses' incivility led them towards turnover intention. This argument is again supported by the study of Umer *et al.*, (2016), who stated that workplace incivility has direct relation to turnover intention. In addition, Heather *et al.*, (2009) conducted a study to identify the association between workplace incivility and organisational cynicism

among the nurses and found a positive association between both the variables. Similarly, Jkaiservi (2015) identified that incivility is a particular problem in the nursing profession, which, ironically, is originated in patient care section, while, cynicism adds its intensity. Incivility is not confined to specific organizations, but commonly observed in the hospital industry (Sguera *et al.*, 2011). Further probing into this industry, the situation of workplace incivility is little prominent in the profession of nursing (Vagharseyyedin, 2015). Nonetheless, apart from incivility, role stressors such as role overload, role conflict, work family conflict and role ambiguity exasperates the attitude of nurses and creates cynicism, which coerce them to think about leaving of their organization (Nazir *et al.*, 2016).

As a result of role stressors, staff nurses' feel irritability in performing of their routine tasks and exhibit cynical attitude towards their clients. Arshadi and Damiri (2013), while conducting study on 286 Iranian employees of drilling company, found a positive association between role stressors and cynicism. In a similar fashion, Fong and Mahfar (2013) established this association among the employees of furniture companies. Another study of Han *et al.*, (2015) stated that role conflict and role ambiguity increased the level of depersonalized or cynicism. While, contemporary study of Boamah and Laschinger (2015) indicated that role stressors of work family conflict create cynicism which instil a strong wish in nurses to quit their organization. Many other studies support this conception, for example, the study of Wong and Laschinger (2015) figured out the stress of hospitals frontline managers and its impact on cynicism and burnout. Wong and Laschinger (2015) also indicated that stress factors in employees highly persuaded them towards turnover intention. Similarly, another factor that could enhance the attitude of staff nurses is Psychological empowerment. Pakistani study of Munir *et al.* (2014) also indicated the need to study psychological empowerment with relation to organisational cynicism and turnover intention.

Therefore, numerous researchers, scholars and academicians have highlighted that psychologically empowered employees project less cynical attitude and similarly tend to remain with their organizations (Bester *et al.*, 2015; Ping, 2013; Laschinger *et al.*, 2009; Larrabee *et al.*, 2003; Hayes *et al.*, 2006). For example, according to

O'Brien (2010) employees always aim to be psychologically empowered and when they feel psychologically empowered they tend to exhibit less cynical attributes. O'Brien's arguments are pretty much similar with the suggestions of Leiter and Laschinger (2006). While, Bashir (2011) has indicated this phenomenon in another way. His study found that sometime employees are reluctant to be empowered. The study of Emreİşçi *et al.*, (2013) noted that, nurses with high psychological empowerment sees themselves as competent enough to influence the environment and their jobs. Such nurses tend to exhibit less cynical behavior and remained with the organization (Boudrias *et al.* 2012). The previous literature has confirmed that psychological empowerment tends to reduce the effect of depersonalization or cynicism and also discourage the turn over intention (Casey, 2010; Larrabee *et al.*, 2003; Laschinger *et al.*; 2007; Boudrias, 2012; Manojlovich, 2007; EmreIsci 2013).Therefore, negativity of the term cynicism, induces innumerable researchers to contemplate their focus on this burgeoning issue (Munir *et al.*, 2014; Nazir *et al.*, 2016; Umer *et al.*, 2016; Compana and Hammoud, 2015).

The negative attitude like cynicism and its connotation of the term, led it towards a voluminous amount of research to empirically investigate the origin of cynicism. Building on the primordial Greek concept, cynicism is illustrated as a mind-set epitomized of suspiciousness, scorn, scepticism, disbelief, pessimism, jadedness, disappointment and disillusionment (Andersson, 1996; Eaton, 2000; Mantler *et al.*, 2013),whereas, the conceptualization of organisational cynicism is defined by James (2005, p.7) as "a type of cynicism associated with attitudes against the employing organization which the individual perceives with negative beliefs, feelings and reacts accordingly; organisational cynicism is the response to the past personal and social experiences which are likely to change as a result of environmental factors." Undeniably, cynicism negatively impinges on the time, efforts, and persistence of the employees they wish to exert into the work that is of direct benefit to the organization (Neves, 2012; Luksyte *et al.*, 2011; Johnson and O'Leary-Kelly, 2003; Compana and Hammoud, 2015).

As a consequence, this strong negative attitude (cynicism) has penetrated the globe, and is resultantly perceived to be liable for host of unfavourable aftermaths in

organization. In large part, academicians have viewed organisational cynicism as an attitude that engrosses unfriendliness of an individual towards his organization due to the belief that organization lacks integrity and always coddle to fool its employees (Nair and Kamalanabhan, 2010). More specifically, anticipation of integrity, justice and morality are violated while experiencing cynicism. By the same token, integrity and sincerity is explained more meaningfully in the account of tripartite model of attitudes presented by Dean *et al.*, (1998). According to this model as defined by Dean *et al.* (1998) "Cynicism is a negative attitude towards one's employing organization comprising three dimensions: (1) a belief that the organization lacks integrity; (2) negative affect toward the organization; and (3) tendencies to disparaging and critical behaviours toward the organization that are consistent with these beliefs and affect" (Dean *et al.*, P. 345). This definition has been taken in the current study in order to explain the predictors of organisational cynicism which are: the nurses' incivility, role stress and lack of psychological empowerment with their ultimate response in terms of turnover intention. Shresta *et al* (2012) stressed upon the need to address the fast growing and emergent problem in terms of cynical attitudes in workplace. Another factor which can reduce the effect of cynicism and could play the role of moderator is self-efficacy, which in present study, is taken as a buffering effect on the association of role stressors and organisational cynicism.

Likewise, few of the past researchers have also identified that self-efficacy perfoms the role of moderating variables on the stress related studies (Kim and Glassman, 2013; Kohlhoff and Barnett, 2013). A recent study of Peng (2015) indicated a proposed buffering role of self-efficacy in stress coping model. Similarly, Fida *et al.*, (2015) confessed that self-efficacy could contribute in role stressors (role conflict role overload) more effectively. Consiglioa *et al.*, (2013) also have the same opinion and they construed that self-efficacious employees are less likely to become the victim of cynicism and interact in a different way. The stress control is the main factor and the absence of control could lead to worse consequences (Grau *et al.*, 2001; Nazir *et al.*, 2016; Fida *et al.*, 2015), therefore, it has been found that relationship between role stressors and cynicism is strengthened by the self-efficacy (Nazir *et al.*,2016).

In brief, the purpose of this study was to investigate the workplace incivility, role stressors and psychological empowerment as the forecaster of its outcome in context of organisational cynicism and turnover intention, while self-efficacy is taken as a moderator on role stressors and organisational cynicism.

1.3   Problem Statement

In a recent report published by the World Health Organization (WHO, 2014), it was revealed that there is a shortage of 4.3 million health care workers globally (Laschinger et al., 2009), while shortage of 60,000 nurses in Pakistan. The report further indicated that nursing is a profession that is highly affected by the shortage and is the significant part of the health care sector (Laschinger et al., 2001). Although the work of Laschinger et al., (2001, 2009) focused largely on developed regions, yet, situation seems less different in a developing country like Pakistan. Dias (2013) revealed that in developed countries, on average, one nurse is available to 150-160 people, whereas, in Pakistan the figure is as high as 2500.

A wider debate is available on the areas of intention to quit and the reasons and environment that pushed workers to think of such extreme steps. For instance, a segment of research studies indicated that cynicism is a potential cause of employees to think of leaving their organization (Bogaert, 2010; Bushra, 2012; Umer et al., 2016). Similarly, a handful of studies stressed on the antecedents or environment that creates cynicism and intention to quit (Walker and Avant, 2005; Dean et al., 1998; Nicholson et al., 2013; Chiaburu et al., 2013; Brandes et al., 1999). Due to this fact, several studies highlighted events or practices that causes cynicism and intention to quit, which include organisational politics, supercilious salary packages, non-supportive management attitude, general practices, and institutional hypocrisy (Andersson and Bateman, 1997; Davis and Gardner, 2004; O'Brien et al., 2004, Valentine and Elias, 2005). While, recent study of Jimenz et al., (2015) also indicated that negative attitudes like incivility contribute significantly in creating cynicism and turnover intention.

Review of available literature related to health care sector showed that this sector is prone to work place incivility as every one in four incivility incident is linked with this profession (Chappell *et al.*, 2006; Estryn-Behar *et al.*, 2008). Being one of the significant parts of health care sector, profession of nursing is severely challenged by shortage of nurses (Buerhaus *et al.*, 2006; Laschinger *et al.* 2009; Leiet *et al.*, 2010; Cicoloni *et al.*, 2013). Researchers generally links shortage of nurses with incidents of incivility, work related stress (Laschinger *et al.*, 2009 and Hayes *et al.*, 2006) and cynicism (O'brien, 2004). According to Riahi (2011), this phenomenon is becoming a global issue. For instance, Compannna and Hammoud (2013) cited the findings of Winstanley and Whittington (2002) and reported that nearly 26 percent of hospital staff experience work place incivility, which they believe is on rise. Further, they confirmed the empirical evidence from health care settings and supported this relationship that uncivil behavior created cynical attitude and called upon the robust studies to address this offended behavior (Compannna and Hammoud, 2014; Fahim and Mehmood, 2016; Umer *et al.*2016). Workplace incivility as a predictor of organisational cynicism has not been as much researched though some researchers have explored the link of workplace incivility with burn out and workplace deviance (Umer *et al.*, 2016; Fahim and Mehmood, 2015). Current study connects the theoretical gap by examining the workplace incivility being the predictor of organisational cynicism. It further investigates the effect of workplace incivility on turnover intention.

Moreover, the studies that were earlier conducted helped identify workplace incivility as a dimension of interpersonal mistreatment (Shahzad and Malik, 2014) and described it in terms of violence and bullying behaviours (Bibi *et al.*, 2012; Ayub *et al.*, 2013). While, the present study aims to segregate workplace incivility from interpersonal mistreatment and test it as an independent construct. Similarly, past researchers like Nicholoson (2014) indicated the need to fill the research gap in negative social support like incivility and its impact on cynicism. Researchers like Kocoglu (2012) also indicated that incidents of uncivil behaviours faced by nurses are causing them to be cynical towards their organizations. This notion is also supported by work of Evans, Goodman, and Davis (2011) who reported development of cynicism resulted in the rude behaviour of employees towards fellow employees. Studies have found that uncivil behaviour is damaging for the organizations as it

increased absenteeism and intention to quit (Sguera *et al.*, 2011; Anderson and Poraths, 2000; Hauge *et al.*, 2010; Fahim and Mahmud, 2015; Umer *et al.*, 2016*)*. Bies and Tripp (1998) agreed that employees who are the victim of uncivil behaviour and are cynical, generally, attempts to save their faces through retaliation. They suggested that such retaliation could be observed as employees either quitting their jobs or minimizing their involvement in productivity. Therefore, in response to Nicholsen (2014), who indicated further research to be done in terms of exploring the relation of incivility and its impact on cynicism, present study tends to fill the gap by not only further investigating these relations but also their ultimate effect on turnover intention in nursing profession in a developing country like Pakistan.

Whilst focusing on intention to quit, several studies pointed towards the presence of factors like role stress (Janssen *et al.*, 1999, Fong and Mahfar, 2013; Nasrin *et al.*, 2013) which is responsible for increased level of cynicism and intention to quit. Drawing on wealth of literature, Riahi (2011) suggested that role stress amongst nurses could be tackled, to some extent, through positive feedback from seniors (emotional acknowledgement) and from patients and their families (social support) (Olofsson *et al.* 2003, McGrath *et al.*, 2003, and AbuAlRub, 2004). Further research efforts will enable management in tackling role stress amongst nurses and further facilitates them in managing the declining number of nurses. Digging deeper Riahi (2011), indicated that until recently, although efforts were visible on defining the role stress, the extent of its effect on creation of cynicism and intention to quit is what begs researchers' attention.

Though the earlier literature only identified few factors of role stress like work family conflict, role ambiguity and their effect to turnover (Wong and Laschinger, 2015; Yeh and Yu, 2009; Arshad and Damiri, 2013), yet some of the studies stressed upon the need to have more research on role stressors with relation of organisational cynicism and turnover intention (Munir *et al.*, 2014; Riahi, 2011). Furthermore, another group of researchers proposed to further study on different workplace stressors (Bellini *et al.*, 2015). In response, the proposed research model filled the gap and proved that role stressors, as predictors, have a significant relation with organisational cynicism, which ultimately resultant towards the intense wish of

staff nurses to quit their job. Therefore, there is a need to examine the effect of role stress on organisational cynicism amongst Pakistani nurses and their overall impact on intention to quit.

As the study concentrates on antecedent like work place incivility and role stress, it could be said that psychological empowerment is a state that influences the workers' attitude and behaviour (Conger and Kanungo, 1988; Menon, 2001; Thomas and Velthouse, 1990; Spreitzer, 1995a). Several researchers such as Laschinger *et al.,* (2009) had made linkages between psychological empowerment and key workplace attitudes and behaviours which include perceptions of cynicism and turnover intentions. Taking the work to the next stage, Larrabee *et al.,* (2003) concluded that psychological empowerment negatively impinge on employees turnover intention. Similarly, Laschinger *et al.,* (2007) suggested that the psychological empowerment helps in constructing strong soothing work environments which resulted in a lower level of cynicism and turnover. The study of Ping (2013) confirmed that in order to retain the employees for long term, management must psychologically empowered its staff. Islam *et al.,* (2014) also stressed upon the need of employees empowerment, which was agreed upon another group of researchers, especially relating to the empowerment of staff nurse (Rahman *et al.,* 2015). Moreover, a Pakistani syudy of Munir *et al.* (2014) suggested to study the constructs like psychological empowerment of nurses with relation to organisational cynicism and turnover intention.

Focusing specifically on nurses, Casey (2010) posited that nurses who enjoy psychological empowerment are more satisfied as being psychologically empowered provides more meaning to their work. He further stressed on the need for an environment where nurses can use their knowledge at their own discretion. Looking at nursing situation in Pakistan, grounds are available to test the argument to examine the extent of impact psychological empowerment can have on employees in order to minimize the effect of cynicism and their wish to quit their organization (Munir *et al.,* 2014).

Organisational cynicism has been taken as a mediator (Chiaburu *et al.*, (2013) between workplace incivility, role stressors, psychological empowerment and turnover intention. A study conducted by Compana and Hammoud (2013) revealed that twenty six percent hospital staff experienced workplace incivility which ultimately leads them towards cynicism and then turnover intention. Another study of Shahzad and Mehmood (2012) has also confirmed the mediating role of cynicism between incivility and deviant work behaviors of employees of banking sector. While, Laschinger and Grau (2012) conducted a study upon 165 staff nurses in Canada, significant mediating effect was found of cynicism between violent behaviors and health problems. In line with this study, another work of Laschinger and Fida (2013) confirmed the mediating role of cynicism between leadership and turnover intention while conducting research on 205 nursing staff of Canadian hospital. Recent work of Tabatabaei and Bigdelli (2015) also indicated the mediation of organisational cynicism between organisational justice and employees' silence. However, still there is a paucity of research in examining the mediating role of cynicism between incivility and turnover intention.

Number of past studies have asserted that work family conflict and job stress have positive association towards turnover intention (Khan *et al.*, 2014; Allen and Armstrong, 2006; Otis and Pelletier, 2005). Moreover, another study of Munir *et al.*, (2014) also suggested to study role stressors in relation to organisational cynicism and turnover intention. Corresponding to the same study, another issue was also suggested by the above mentioned researchers to be investigated and that was examining psychological empowerment with relation to organisational cynicism and turnover intention (Munir *et al.*, 2014).

Leiter and Maslach (2009) floated an idea that could act as a useful tool in handling nurse shortage. They suggested that the shortage issue could be dealt by offering opportunities for further education or exploring the reasons of nursing leaving the job or looking for other alternatives. In order to explain the impact of workplace incivility, role stressors and psychological empowerment, on creating cynicism and turnover intention, theories like attribution theory and social exchange theory could play a central role (Palmieri and Peterson, 2009). By way of illustration,

attribution theory (Kelly, 1973) could be of great help when causality amongst workplace incivility, psychological empowerment, and role stressor and turnover intention is developed. In the similar manner social exchange theory help identifying the absence or presence of high quality relationship as this justifies the presence of cynicism and turnover intention. Thus, in the context of this study, incivility, role stress and psychological empowerment is responsible for cynicism which generally leads to turnover intention.

This idea of exploring and understanding the reasons of nursing leaving the job requires digging deeper into the concept of cynicism and the predictors (work place incivility, role stress, and psychological empowerment) that are responsible for nurse's intention to leave. Hence, there is a possibility to examine the mediating effect of cynicism on the relationship between events (work place incivility, role stress, and psychological empowerment in the nursing profession and their intention to quit their job.

Many researchers have come to a consensus that self-efficacy as germane to the study of work stress by taking the role of moderation (Kim and Glassman, 2013; Kohlhoff and Barnett, 2013; Lee, 2000; Morin et al., 2013; Nicholls et al., 2010). Looking at the concept of self-efficacy by focusing on nursing profession revealed that the individuals who perceived themselves more efficacious would experience fewer dysfunctional consequences in the working environments and experience lower level of role conflict (Zellers et al., 2001). The results of Zellers et al. (2001)'s study shows that nurses who have higher self-efficacy experienced lower levels of cynicism and turnover intention, and have higher level of contentment and soothing effect on their job.

Furthermore, it is acknowledged that across various professions, in the presence of low levels of strain and cynicism, high self-efficacy envisages superior adjustment to the environment of an individual (Bandura, 2000). Consiglio et al. (2013) has the same opinion and indicated that self-efficacious employees are less likely to become the victim of Cynicism. Consiglio et al. (2013) are of the view that self-efficacious employees shape their environment and hence interact differently

with the environment as compared to those employees who are less self-efficacious. Due to this fact, need exists to examine how level of self-efficacy can moderate the relationship between role stress and organization cynicism in settings like that of Pakistani nurses.

The early work of Grau *et al.,* (2001) provided justification as to why self-efficacy could be suitable in the moderating role when it comes to role stress and its negative consequence; which in this case is cynicism. They argued that in stress process, control is the main factor and the absence of which could lead to negative consequences. A recent study of Peng (2015) indicated a proposed buffering role of self-efficacy in stress coping model. Therefore, in the present study self-efficacy has been taken as moderating variable, in response to the call of the previous work of eminent researchers (Grau *et al.,* 2001; Peng, 2015; Fida *et al.,* 2015), and it is expected that self-control would help to reduce the impact of role stress and mitigate the intensity of cynicism in nursing staff as well.

In addition, recently conducted study of Fida *et al.* (2015) confirmed that self-efficacy could contribute in role stressors (role conflict role overload) more effectively. While, role stressor that are work family conflict with cynicism and buffering role of self- efficacy has also been examined on military personnel in Spain with longitudinal study and proposed a self-administered survey based study to be conducted with some other population (Rubio *et al.,* 2015). However, relationship of role stress and organisational cynicism must be soothed through self-efficacy. Argument like these grants opportunity to examine the moderating effect of self-efficacy on the relationship between role stress and organisational cynicism in nursing profession, which is among the highly stressful job in Pakistan.

Therefore, in a nutshell, the intention of this research is to assess the events that trigger issues of organization cynicism that may lead to intention to quit amongst nurses in Pakistan. In addition, this study also looks at the moderating effect of self-efficacy on the relationship between role stress and organisational cynicism and the mediating effect organisational cynicism on the relationship between workplace

incivility, psychological empowerment, role stressor and turnover intention amongst nurses in Pakistan.

1.4   Research Questions

Based on aforementioned research problem, the research questions that are addressed in this research are:

i.   Is the workplace incivility a significant predictor of organisational cynicism and turnover intention among nurses in Pakistan?

ii.   Do the role stressors significantly predict organisational cynicism and turnover intention among nurses in Pakistan?

iii.   Is psychologically empowerment a significant predictor of organisational cynicism and turnover intention among nurses in Pakistan?

iv.   Does organisational cynicism mediate the relationship between workplace incivility, psychological empowerment, role stressors and turnover intention among nurses in Pakistan?

v.   Does self-efficacy moderate the relationship between role stressors and organisational cynicism among nurses in Pakistan?

1.5   Objective of the Study

This study is an attempt to explain the workplace incivility, role stressors and psychological empowerment as an independent variables, whereas, organisational cynicism is taken as mediators. Moreover, coping mechanism through self-efficacy as a moderator is also investigated. Main objectives of the study are:

i.   To examine the effects of workplace incivility on organisational cynicism and turnover intention.

ii. To investigate the effects role stressors on organisational cynicism and turnover intention.

iii. To investigate the effects of psychological empowerment on organisational cynicism and turnover intention.

iv. To examine the role of organisational cynicism in mediating the relationship between workplace incivility, role stressors and psychological empowerment with turnover intention.

v.   To examine the moderating effects of self-efficacy on the relationship of role stressors and organisational cynicism.

1.6   Scope of the Study

Historically in Pakistan the health care sector has more been preoccupied with cure more willingly than care. Resultantly, the nursing workforce has mostly been disregarded while every year it kept on producing a huge number of doctors. Nurses are rarely given the recognition or attention they deserve despite their fundamental role in patient care. This attitude of the state has ultimately led to an extreme scarcity of paramedics and nurses in Pakistan. Which in return, cause the cynical attitude of nurses. Somani et al., (2012) reported that 80 percent prevalence of violence in nurses of public sector hospitals has been observed in Pakistan. Moreover, the profession of nursing is awfully portrayed by society and media (Rubi et al., 2012). Previous researchers have indicated a wide array of issues to be addressed in staff nurses of Pakistan (Mumtaz et al., 2013; Rubi et al., 2012; Somani et al., 2012; Munir et al., 2014; Nazir et al., 2016) . Thus, in order to address the radical concerns of the staff nurses, present study is an endeavour to foster the current consideration relating workplace incivility, role stressors and psychological empowerment as predictor of turnover intention.

1.7   Significance of the study

This research has many milestones in supporting the competition towards originality and reserving its uniqueness at the forefront of management applications. The main contribution of this study is to develop a theoretical model in order to test the relationship between workplace incivility, role stressors and psychological empowerment with organisational cynicism and its effect on turnover intention. It is worth mentioning that the research regarding cynicism in Pakistan is novel and therefore it is in its basic stages (Umer *et al.*, 2016; Aslam *et al.*, 2015;Munir *et al.*, 2015; Khan *et al.*, 2014; Shahzad and Mahmood, 2012; Bashir *et al.*, 2011). Therefore, studies on this important topic, in theoretical and empirical context, are required to better understand the implications on organizations in short and long terms. Thus, the present research contributes in finding the certain rationale vis-à-vis the nurses' cynicism in hospitals and also offer the buffering effect of self-efficacy in relationship of role stressors and organisational cynicism.

In addition, the literature on the employee's attitude is not so much clear especially in context of Pakistan (Islam *et al.*, 2014). Therefore, this study made an attempt to present a more comprehensive model regarding organisational cynicism and employees attitudes in Pakistani health sector. Previous studies, mostly addressed the issues like psychological contract violation as predictors of organisational cynicism (Pugh *et al.*, 2003; Andersson, 1996; Abraham, 2000; Johnson and O'Leary-Kelly, 2003). Whereas, some studies focused on the issues like "lack of genuine support by management" "absence of employee's participation in decision making" (Wanous *et al.*, 2000; O'Brien *et al.*, 2004; Fleming, 2005) and organisational environmental factors and its practices like restructuring, layoffs, high executive compensations etc. (Bateman *et al.*, 1992; Andersson and Bateman, 1997; Andersson, 1996; Abraham, 2000) as a predictors of organisational cynicism. On the other hand, the present study has examined the workplace incivility, role stressors and psychological empowerment as predictors and turnover intention as outcome of organisational cynicism.

Moreover, the predictors of organisational cynicism and its consequences among Pakistani nursing staff comprehends its theory to a different environmental constituency that is characterized as a collectivistic, high power distance country. Bashir *et al.*, (2011) sated that number of previous researches, on organisational cynicism, conducted in the European and American contexts. Since these studies were carried out in Western societies, their findings might not be identical to the Pakistani society that is based on collectivist and high power distance values (Bashir *et al.*, 2011). An in-depth literature review shows that an inconsiderable research work is available on the predictors of organisational cynicism, which in present study are; workplace incivility, role stressors, psychological empowerment and outcome of cynicism as a turnover intention. Moreover, buffering role of self-efficacy on role stressors and cynicism is also a contribution of present study.

Besides, another contribution of the current study is to respond the future calls of previous researchers to fill the conceptual gap. For example, past researchers like Nicholoson (2014) indicated the need to fill the research gap relating incivility and its impact on cynicissm. Thus, current study addressed this theoretical gap by investigating the effect of incivility not only on organization cynicism but also on turn over intention. The study of Chiaburu *et al.*, (2013) emphasized the need to test organisational cynicism as a mediator. While, few studies suggested to test role stressors with organisational cynicism and turnover intention (Munir *et al.*, 2014; Riahi *et al.*, 2011). Moreover, Bellini *et al.*, (2015) stressed upon the need to research on different role stressors. Furthermore, Munir *et al.* (2014) directed that future studies must look in to the matter of Psychological empowerment with cynicism and turnover intention.

Present study not only respond to the future calls, but, has contributed to add the knowledge of cynicism in queue of the few researchers. Though, research on cynicism, in Pakistan is few and far between; meagre amount of empirical studies of organisational cynicism has been done on matter like "psychological contract breach is a determinant of organisational cynicism" by (Bashir *et al.*, 2011), relationship of organisational cynicism with maladjusted behaviour (Shahzad and Mahmood, 2012), effects of interpersonal conflict on cynicism (Bibi *et al.*, 2012), effects of

organization politics and organisational justice on cynicism (Munir *et al.*, 2014) etc. Therefore, present study definitely is an endeavour to condense the scarcity of literature on this indispensable issue of cynicism, particularly in staff nurses, which is considered most overlooked profession in context of Pakistan. Moreover, the present study also makes out the conception and aetiology of cynicism in an entirely unique way, seeing that, workplace incivility has been mediated with cynicism.Previously, it has mostly been discussed as a construct of interpersonal mistreatment and predominantly mediated by burn out (Hsu, 2009). Though, recent study of Shahzad and Malik (2014) is a contribution in exploring the violent outlook of staff nurses by conducting a qualitative research in exploring the callousness in staff nurses of Pakistan. Nevertheless, this study discusses this phenomenon in a solely inimitable way.

The present study has several practical implications in terms of health employees i.e. the care givers. Though, nurses' incivility has begun to receive scholarly attention due to its detrimental effects on work outcomes like turnover intention (Hur, 2015; Sliter *et al.*, 2012; Jex *et al.*, 2012).Therefore, more specifically, present study aims to adds the existing literature on the relationship of incivility and organisational outcomes i.e. turnover intention by exploring the mediating role of cynicism. Undoubtedly, recession and unemployment has reduced job availability, which, in return coerce the nursing staff to remain with their jobs by exhibiting uncivil behavior. In order to improve the competence of staff nurses, their supervisors need to provide them soothing environment, where, the staff readily and deliberately perform the duty instead of a fright of losing of their current job. Moreover, social skills also involve in building and maintaining positive relationship, to act properly in human relation, to deals with problems without demeaning any organisational member (Rahim, 2016). Similarly, Practical demonstration is needed in order to cope up the stress factors of staff nurses which induces role stress in them while performing their job activities.

It has been found that role stressors and organisational cynicism could be the main aspect that coerce the nurses to think about leaving of their jobs (Arshadi and Damiri, 2013). Riahi (2011) suggested that role stress amongst nurses could be

tackled, to some extent, if received positive feedback from seniors (emotional acknowledgement) and patients and their families (social support) (Olofsson *et al.* 2003, McGrath *et al.* 2003, and AbuAlRub, 2004). So, the hospital management should pay heed towards the distribution of working hours allocated to staff nurses and also need to condense the pace of work and the number of patients per nurse, which would subsequently decrease the level of stress, cynicism and also their wish to quit their workplace. Moreover, empowering the staff nurses could also help the management in order to hold them for longer time period.

Findings of Lachinger *et al.* (2013) while conducting research on new graduate and experienced nurses indicated that impact of empowerment on cynicism was stronger for experienced nurses. Although there was significant negative direct effect on emotional exhaustion (cynicism) in both groups, the effect was twice as strong in experienced nurses. Furthermore, the findings of the current study also proposed that psychological empowerment helps nurses to reduce their intention to leave organization thus increasing their employment tenure. Kim and Fernandez (2015) found that employee's empowerment has negative direct and indirect effects on turnover intention. Moreover, it has been found that psychological empowerment effect on employees' willingness to go for an extra milege for their organization which essentially decrease their turnover intention. Therefore, psychological empowerment negatively impinge on employees' turnover intention. (Hayes *et al.*, 2006; Bester *et al*, 2015).

Employees turnover intention has a great impact on workers wish to quit their job because of the cynical environment of the organization (Shahzad and Mehmood, 2012; Umer *et al*, 2016; Nazir and Ahmed, 2016). The intensity of the cynicism could be gauged through propensity of employees' turnover intention i.e. higher the cynicism employees are more prone to quit their job and sooner the level of Cynicism (one of the component of burnout) decreased, lessen the hype of turnover intention   (Lather, Jain and Shukla, 2011; Umer *et al.* 2016). Similarly, another Turkish study of Cinar *et al.* (2014) found the strong relationship between organisational cynicism and turnover intention. They (Cinar *et al.* 2014) found that higher level of organisational cynicism leads towards higher level of turnover

intention. So, the higher the cynicism in organization the higher the turnover intention of employees or vice versa (Shahzad and Mehmood, 2012; Cinar, 2014)

Finally, the findings of the current study reveal that self-efficacy performs a moderator between role stressors and organisational cynicism. Quasi moderation of the present study indicated that self-efficacy not only acts as moderator but also as predictor to organisational cynicism. Moreover, it represents an affirmative response of staff nurses in order to cope up with the stressful situation. Therefore, the management of hospitals should erudite their staff to cope up with strenuous situations, hence enabling nurses being able to manage through hectic tasks. In a study, which was conducted on different professionals, Shoji *et al.* (2015) found a significant relationships between self-efficacy and burnout (all three components including cynicism) were observed across countries, although the strength of associations varied across burnout components, participants' profession and their age. Soudagr and colleagues (2015 established that higher experience in the field of nursing led to the improvement of self-efficacy, which could only be possible if management of hospital device the meaningful strategies to hold their staff for long time span.

1.8   Definitions of the Terms

1.8.1   Organisational Cynicism

Dean *et al.*, (1998, p. 345) defined cynicism as "a negative attitude towards one's employing organization comprising three dimensions: (1) a belief that the organization lacks integrity; (2) negative affect toward the organization; and (3) tendencies to disparaging and critical behaviours toward the organization that are consistent with these beliefs and affect." While sometimes, target of cynicism could be the specific entities or the activities, for example, work, single firm, big enterprise, particular industries, management or labour unions (Andersson and Bateman, 1997; Kanter and Mirvis, 1989).s

The conceptualization of organisational cynicism is defined by James (2005, p.7)"a type of cynicism associated with attitudes against the employing organization which the individual perceives with negative beliefs, feelings and reacts accordingly; organisational cynicism is the response to the past personal and social experiences which are likely to change as a result of environmental factors."

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, p. 1396). Present study has taken Dean et al's (1998) definition in order to explain the different attitudes of staff nurses, especially when they exhibit their frustration negative beliefs towards hospital management (James, 2005; Andersson, 1996).

1.8.2   Workplace Incivility

The present study employed Andersson and Pearson's (1999) definition of workplace incivility which is considered the most extensively and widely used definition in order to explain hospital nurses' rude behavior. According to Andersson and Pearson (1999) workplace incivility is defined as "low intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect'.

1.8.3   Role Stressors

Present study employed four role stressors i.e. role conflict, role ambiguity, role overload and work family conflict. The concept of role stressors was introduced by Khan, et al. (1964) who identified three role stressors (i.e. role conflict, role ambiguity and role overload). Whereas Pareek (1982) expended the frame work of role stress by identifying eight role stressors. A role stressor can be defined as the pressure experienced by an individual as a result of organisational and job-specific factors in the form of demands and constraints that have been placed on them (Kahn et al., 1964).

1.8.3.1 Role Overload

Role overload was defined earlier as having too much to do in a given amount of time, therefore, role expectations exceed the individual's abilities and motivation to perform a task, and it results in Role Overload (Conley and Woosley, 2000; Schaubroeck, *et al.*, 1989; Spector and Jex, 1998). Unmanageable workloads and time pressure can be a source of stress (Cartwright and Cooper, 2002). Furthermore, French and Caplan (1973) found that overload can produce symptoms of psychological stress.

1.8.3.2 Role Ambiguity

Role ambiguity, which occurs when academics experience a lack of clear and specific information regarding work role requirements (Rizzo *et al.*, 1970). Fundamentally, role ambiguity is due to unclear plans and goals, a lack of clarity of one's duties, and uncertainty about the amount of authority granted to perform tasks (Rizzo *et al.*, 1970). In structured organizations role ambiguity reflects the degree of employees' uncertainty regarding the appropriate actions in performing job functions.

1.8.3.3 Role Conflict

Role conflict was defined earlier as the imposition of incompatible expectations. According to Spector (1997) "role conflict exists when people experience incompatible demands about their functions and responsibilities". Role conflict can be defined as "role pressures associated with membership in one organization are in conflict with pressures stemming from membership in other groups" (Kahn *et al.*, 1964, p20). Role conflict is a measure of how much stress occurs as a person undergoes a certain role.

1.8.3.4 Work-Family conflict

Basically the existence of work family conflict has these following three elements: time (i.e. when the time required for one element reduce the available time for another element), the problem (i.e. when problem arise in one element affects the other elements), and behavior (i.e. the unparalleled behavior between two elements).It is a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect. Kahn *et al.* (1964).When participation in the work (family) role is made more difficult by virtue of participation in the family (work) role (Kahn *et al.*, 1964).

1.8.4   Psychological Empowerment

Present study used the definition of Spreitzer (1995) who described Psychological empowerment as the way employees perceive themselves in their work environment. It is the degree to which they assume themselves able to shape their work role. From the psychological empowerment perspective, Spreitzer (1995) refers to four personal psychological determinants that might affect the behavior of employees namely, meaning, competence, self-determination and impact. The degree of psychological empowerment can be analyzed through the use of Spreitzer's (1995) instrument of Psychological Empowerment, which consists of four subscales (meaning, competence, self-determination, and impact). This instrument with its four dimensions measure psychological empowerment.

1.8.5   Turnover Intention

According to Price (1977) turnover is defined as "the degree of individual movement across the membership boundary of a social system" (p. 4). Vandenberg and Nelson, (1999) Turnover intention is "an individual's own estimated (subjective) probability that they are permanently leaving the organization at some point in the near future (p.1315)".In fact, turnover can be divided into voluntary and involuntary (Price, 1977). "Voluntary cessation of membership of an organization by an employee of that organization" (Morrell *et al.*, 2001) whereas involuntary turnover is

defined as "movement across the membership boundary of an organization, which is not initiated by the employee" (Price, 1977: p. 9).According to Scott *et al.*, (2008), voluntary and involuntary turnover of nurses are not always differentiated in the research, because the same consequences are experienced, whether the nurses took such a decision or were forced to leave. However, a high rate of voluntary turnover may indicate major unresolved organisational or professional discrepancy. Therefore, it put strains on organization, profession as a whole and nursing staff as well''.

According to Tett and Meyer, (1993) turnover intention is "a conscious and deliberate willingness to leave the organization" (Tett and Meyer, 1993).' Turnover intention is a psychological variable of the tendency to leave that is closely related to turnover (Janssen *et al.*, 1999). ''Present research refers turnover intention as predecessor of real turnover, which is divided in to voluntary and involuntary according to the research of Price (1977).

1.9 Structure of Thesis

This study structured in to five chapters. Chapter 1 includes the discussion on how each of the independent variable that are workplace incivility, role stressors and psychological empowerment have impact on organisational cynicism and also discussed how these predictors affect the turnover intention among the staff nurses of Pakistan. This approach facilitated an understanding of how these variables work so that propositions can be defined for others to test in research.

The rest of this thesis proceeds as follows: Chapter 2 starts with an explanation of the outcome variable as a challenge to nursing staff and also the description of organisational cynicism and its predictors along with the associated theoretical support as well as answering the particular research questions. Furthermore, presents the theoretical framework of the study and development of hypotheses directed at uncovering the nature of organisational cynicism and also provided the justification that on what basis this study has integrated the predictors and outcomes of organisational cynicism. Chapter 3 presents the research

methodology for hypothesis testing and Chapter 4 provides the results and discussion of the statistical analyses. Chapter 5 concludes and presents the implications for future consideration.

1.10 Summary

This chapter provided the brief description of background of study, problem statement and research questions, objectives of the study, scope of the study and significance of the study. It also includes the definitions of the terms and structure of the study.

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