



## ORGANIZATIONAL CULTURE AS DETERMINANT OF EMPLOYEE-BASED ANTECEDENTS TO ORGANIZATIONAL CYNICISM

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### Abstract

**Purpose of study:** Organizational cynicism happens when employees show their distrust in their organization. Most research about organizational cynicism focuses on the influence of organization cynicism to employee attitudinal outcomes (absenteeism, counterproductive work behaviour, etc) and performance outcomes. This research focuses on exploring the antecedents of organizational cynicism: organizational based antecedent and employee-based antecedents. Supportive organization culture is the organizational based antecedent that is predicted to influence employee affective response to organizational change and job satisfaction, and the subsequent effect to organizational cynicism.

**Methodology:** 221 teachers from several private and state-owned schools were chosen by the purposive sampling method that participated in this research. Hypotheses testing were conducted using structural equation modeling using the AMOS program to test the simultaneous relationship testing among variables.

**Result:** This research found several findings. First, a supportive organizational culture has a positive influence on job satisfaction. Second, supportive organization culture has a positive influence on employee affective response to organizational change. Third, employee affective response to organizational change has a negative influence on organizational cynicism. Fourth, contrary to hypotheses, job satisfaction has a positive influence on organizational cynicism.

**Applications of this study:** The practical implication of this research is each organization should create a supportive organizational culture since it has an indirect negative effect on organizational cynicism through employee affective response to organizational change.

**Novelty/Originality of this study:** Despite the importance of organizational cynicism, only a few researchers examined antecedents of organizational cynicism. This research will contribute to examining the influence of supportive organizational culture on job satisfaction and employee affective response to organizational change, and their effect on organizational cynicism.

**Keywords:** *Organizational Culture, Job Satisfaction, Organizational Cynicism, Employee-Based Antecedents, Employee Affective Response of Organizational Change.*

### INTRODUCTION

Every organization evolves. These organizational changes tend to pursue a better performance or creating a better system for the organization ([Guastello, Rieke, Guastello, & Billings, 1992](#)). Those processes will involve organizational change. When change is not well managed, this will lead to organizational cynicism ([Wanous, Reichers, & Austin, 2016](#)). Sometimes, employees skeptical about the change and the change process ([Reichers, Wanous, & Austin, 1997](#)), so organizational cynicism is a common phenomenon in response to organizational change. This research will explore the influence of supportive organization culture on job satisfaction and employee affective response to organizational change, which those two variables will lead to organizational cynicism.

Organizational cynicism happens when employees have no trust anymore related to the organizational change process. Employees can direct their cynicism toward the organization and also leaders ([Sheela & Vohra, 2016](#)). When this happens, employees tend to voice their distrust to the organization. Organizational cynicism will occur when the change process is not well managed, so the change process cannot reach the real objective ([DeCelles, Tesluk, & Taxman, 2013](#)). There are many types of research about organizational cynicism. Most research focused on the antecedent of organization cynicism. This article will contribute to developing antecedents of organizational cynicism namely job satisfaction and employee affective response to organizational change.

Job satisfaction is the employees' positive feeling about their organizations. When employees have high job satisfaction, they will support any program in their organization ([Suvaci, 2018](#)). They will do what they can do for the organization. They will voice less complaints and give their best for the organization.

Employee affective response to organizational change is employees' positive attitude about the change process in the organization. Even though there are three parts of attitude: cognitive, affective, and conative (behavior), this research will focus on the affective aspect of the attitude. This aspect is referred to as employee affective response to organizational change.

Supportive organization culture is an organizational culture that supports employees well being in the organization ([Pomirleanua & Mariadossb, 2015](#)). In this culture, employees are well motivated, well supported, and even well paid. This will result in many positive aspects of the employees such as their performance, job satisfaction, less absenteeism, etc.

### Supportive organizational culture and job satisfaction

Organizational culture will affect every aspect of the employee's life ([Suvaci, 2018](#)). A Supportive organization culture will enable employees to develop themselves ([Morrison, Brown, & Smit, 2006](#)). They will get a big opportunity to reach their career growth without any difficulty. Supportive culture will bring a positive impact on employees ([Sok, Blomme, & Tromp, 2014](#)). A supportive organization culture will support employees. This will result in high employee job satisfaction. Therefore we define the first hypotheses as follows:

H1: Supportive organization culture has a positive influence on job satisfaction.

### Supportive organizational culture and employee affective response to organizational change

A supportive organization culture will provide so many opportunities for employees ([Sok et al., 2014](#)). The organization can support its employees by providing good working conditions, a good supervisory situation, a good salary, a satisfactory career path, etc. Those supportive conditions will create a positive attitude of employees to the company ([Morrison et al., 2006](#)), including the company's effort to change ([Dhingra & Punia, 2016](#)). In this case, higher supportive organizational culture will create better employee affective response to organizational change. Therefore we define the second hypotheses as follows:

H2: Supportive organization culture has a positive influence on employee affective response to organizational change.

### Job satisfaction and organizational cynicism

Job satisfaction is an employee's judgment about his/her job or the job situation ([Weiss, 2002](#)). When employees have a good interpretation of the organization, employees will have high job satisfaction. Satisfied employees tend to support their organization, and those employees will do anything good for the sake of the organization ([Diestel, Wegge, & Schmidt, 2014](#)). In this case, higher job satisfaction will reduce the possibility of organizational cynicism. So, highly satisfied employees will express less cynicism than unsatisfied employees. Therefore, we define the third hypotheses as follows:

H3: Job satisfaction has a negative influence on organizational cynicism.

### Employee affective response to organizational change and organizational cynicism

Every organization needs the employees to work well, In order to work well; employees need to have a positive attitude toward the organization. When employees have a positive attitude toward the organization, they will support anything that is programmed by the organization, In this research, employee's attitude is operational zed with employee affective response to organizational change. Employee affective response to organizational change is the condition positively to the organization, which in turn will lead to less cynicism. When employees show a positive attitude to organizational change, they will express less cynicism which is beneficial to the organization ([Bedeian, 2007](#)). Therefore, we define the fourth hypotheses as follows:

H4: Employee affective response to organizational change has a negative influence on organizational cynicism.



Figure 1: Research Model

## METHODOLOGY/MATERIALS

221 educators (teachers from private and state-owned schools) taken with the purposive sampling method participated in this research. Criteria used for this sampling is the educators must have a tenure of more than one year and they are full-time educators in a certain organization. The table below explains the participants' demography.

**Table 1:** Participant Demography

Gender	Number of participants
Male	107
Female	114
Age	
Until 30 years	34
31-40 years	58
41-50 years	62
51 years and above	67
Marriage Status	
Married	200
Not married	21

The validity of the questionnaire was tested using factor analysis. This test was followed by calculating the Cronbach's alpha for the measurement reliability.

**Table 2:** Validity and Reliability Test Result

Statement	Factor Loading	Cronbach's Alpha
<b>Supportive Organizational Culture</b>		0.91
In our organization, leaders used to inspire me to have initiatives at work	0.84	
In our organization, leaders used to motivate me to grow in my career	0.90	
In our organization, we used to have long-range planning for the sake of our career and workplace growth	0.89	
In our organization, leaders used to facilitate innovation development for our better learning	0.91	
<b>Job satisfaction</b>		0.89
I am satisfied with my current job	0.83	
I am so enthusiastic about my job	0.85	
My workdays run fast	0.78	
I am so happy in my workplace	0.86	
I think I am doing a nice job	0.88	
<b>Affective response to organizational change</b>		0.91
I really like my organization change process	0.85	
My organization change process makes me so enthusiastic	0.91	
Change process tends to stimulate me to do something new	0.90	
Some changes in my work are really exciting	0.78	
I suggest new things to my workplace	0.69	
Changes in my organization help me to work better	0.88	
<b>Organizational Cynicism</b>		0,77
I used my criticism of my workplace to other people	0.57	
I see only a few things that are fit between what is planned and executed	0.68	
I see only a few similarities among policy, goal, and work practice in my workplace	0.63	
I talk about my workplace weaknesses to other people	0.76	

## RESULTS AND FINDINGS

Below are the descriptive statistics of the variables. The mean score of supportive organization culture, job satisfaction, and employee affective response to organizational change that is more than the median score of 3 showing that the three variables have high scores. It means that the culture is quite supportive; the employee has high job satisfaction, and has a positive attitude toward the change process. The mean score of organization cynicism is under the median score of 3 showing a low level of organizational cynicism.

**Table 3:** Descriptive Statistics

	Mean	Std. Deviation	JS	OC	EAROC	SOC
JS	3.68	0.57	1	0.019	.581**	.426**
OC	1.46	0.39	0.019	1	-.208**	-0.091
EAROC	3.64	0.51	.581**	-.208**	1	.327**
SOC	3.65	0.86	.426**	-0.091	.327**	1

SOC: Supportive Organizational Culture

JS: Job Satisfaction

OC: Organizational Cynicism

EAROC: Employee Affective Response of Organizational Change

This research uses two-step of structural equation modeling to test the hypotheses. The first step is the model fit examination. When the fit values are fulfilled, then hypotheses testing can be conducted. The fit values are shown in the table below. From the table of fit values calculation, none the fit value as the criteria of model fit is fulfilled. So, it is concluded that the model is not supported by the data, and hypotheses testing cannot be conducted.

**Table 4:** Model Fit Evaluation

Goodness-of fit Index	Criteria	Calculated result	Model Evaluation
Chi-Square	Small, not significant	66,5 p<0,01	NO fit
CMIN/DF	1-2 overfit, 2-5 liberal limit	33	NO fit
GFI	> 0,9	0,88	NO fit
AGFI	> 0,8	0,41	NO fit
TLI	> 0,9	-0,29	NO fit
CFI	> 0,9	0,56	NO fit
RMSEA	< 0,1	0,38	NO fit

Since the model cannot fulfill the fit requirement, we modify the model bases on the modification index. The following figure shows the new revised model.



**Figure 2:** Modified Research Model

**Table 5:** Revised Model Fit Evaluation

Goodness-of fit Index	Criteria	Calculated result	Model Evaluation
Chi-Square	Small, not significant	1,95; p>0,01	Good Fit
CMIN/DF	1-2 overfit, 2-5 liberal limit	1,95	Good Fit
GFI	> 0,9	0,99	Good Fit
AGFI	> 0,8	0,95	Good Fit
TLI	> 0,9	0,96	Good Fit
CFI	> 0,9	0,99	Good Fit
RMSEA	< 0,1	0,06	Good Fit

Since all the fit values criteria are fulfilled, hypotheses testing can be conducted. The table below shows the hypotheses testing result using a two-step method of structural equation modeling.

**Table 6:** Hypothesis Testing Result

Hypotheses statement	Estimate	S.E.	C.R.	P	Label
H1: Supportive organization culture has a positive influence on job satisfaction	0,29	0,06 2	4,72	<0,01	Hypotheses supported
H2: Supportive organization culture has a positive influence on employee affective response to organizational change	0,34	0,06 7	5,13	<0,01	Hypotheses supported
H3: Job satisfaction has a negative influence on organization cynicism.	0,26	0,10 2	2,57	<0,05	Hypotheses NOT supported
H4: Employee affective response to organizational change has a negative influence on organizational cynicism	-0,39	0,09 7	-4,10	<0,01	Hypotheses supported
ADDITIONAL RESULT DUE TO MODEL MODIFICATION: Employee affective response to organizational change has a positive influence on job satisfaction	0,51	0,05 9	8,66	<0,01	

Hypotheses 1 stating that Supportive organization culture has positive influence on job satisfaction is supported ( $\beta = 0,29, p < 0,05$ ). Employees have different needs while working in an organization, such as a good salary, working facility, career growth, etc. An organization with a highly supportive culture, organizations will fulfill those needs (Sok et al., 2014). When those needs are fulfilled, the employee will have high job satisfaction.

Hypotheses 2 stating that Supportive organization culture has a positive influence on employee affective response to organizational change is supported ( $\beta = 0,34, p < 0,05$ ). When there is a supportive culture, the attitude toward organizational change that is referred to as employee affective response to an organization will be high (Liu, Mitchell, Lee, Holtom, & Hinkin, 2012).

Hypotheses 3 stating that Job satisfaction has a negative influence on organizational cynicism. is not supported ( $\beta = 0,26, p < 0,05$ ). In reverse, this research found that job satisfaction has a positive influence on organizational cynicism. This may due to Indonesian people when they have high job satisfaction, they will have a high sense of belonging for their organization. So, if they feel that the change process is mismanaged, high satisfied employees will voice their consideration more than a low satisfied customer.

Hypotheses 4 stating that Employee affective response to organizational change has a negative influence on organizational cynicism is supported ( $\beta = -0,39, p < 0,01$ ). It means when an employee has a positive attitude to organizational change (in this research is referred to employee affective response to organizational change), he/she will less voice his/her cynicism to the change process (Bartona & Ambrosinib, 2013). An employee with a highly effective response to organizational change will try to support his/her organization change process without trying to be cynicism about the change process.

Additional result found that Employee affective response to organizational change has positive influence on job satisfaction supported ( $\beta = 0,51, p < 0,01$ ). It means the higher the employee affective response to organizational change, the higher the job satisfaction.

## CONCLUSION

This research tries to develop a model of the relationship among supportive organizational culture, job satisfaction employee affective response to organizational change, and organizational cynicism. Using a two-step approach of structural equation modeling, this research found several results. This research found several findings. First, a supportive organizational culture has a positive influence on job satisfaction. Second, supportive organization culture has a positive influence on employee affective response to organizational change. Third, employee affective response to organizational change has a negative influence on organizational cynicism. Fourth, contrary to hypotheses, job satisfaction has a positive influence on organizational cynicism.

This research uses a single informant for all variables. This may result in two weaknesses. The first weakness is the probability of common method variance. Common method variance might happen since participants give data-independent and independent variables. The second weakness is the possibility of upward bias in scoring variables that is socially sensitive such as organizational cynicism and job satisfaction, where participants tend to give a higher score than it should be.

Further research should try to minimize the possibility of common method variance by using time lag for data collection. In a certain time, the researcher should add a participant to give data about independent variables, and then in another time to give data related to dependent variables.

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