



Available Online at www.e-iph.co.uk
 Indexed in Clarivate Analytics WoS, and ScienceOPEN

Lisbon – Malacca Port Cities Twin Conferences 2019 / 2020

E-B
 Environment - Behaviour
 Proceedings Journal

AicQoL2020Malacca

ASLI (Annual Serial Landmark International) Conferences on QoL2020

<https://www.amerabra.org>; <https://fspu.uitm.edu.my/cebs>; <https://www.emasemasresources.com/>

8th AMER International Conference on Quality of Life

Mahkota Hotel Melaka, Malacca, Malaysia, 18-19 Mar 2020

(Due to the Covid-19 lockdown, paper virtually presented on 25 Mar 2020)



A Reflective Measurement Model of Organizational Citizenship Behaviour and Organizational Cynicism

Muhammad Fikri Abdul Aziz, Shereen Noranee, Norfadzilah Abd Razak

Department of Human Resource and Management, Faculty of Business and Management,
 Universiti Teknologi MARA, Malaysia

Myfikri95@gmail.com, shereen@uitm.edu.my, norfadzilah0438@gmail.com
 60145230620

Abstract

The purpose of this study is to examine the reflective measurement model of organizational culture, organizational citizenship behaviour and organizational cynicism among academicians in a selected local university. This study conducted a pilot study to 100 academicians using a convenience sampling method from the selected local university. The data collected were further analysed on the reflective measurement model by applying the Structural Equation Modelling using Partial Least Square (PLS). The finding revealed the assessment of factor loading, composite reliability, average variance extracted and discriminant validity to confirm the reflective measurement model.

Keywords: Organizational Citizenship Behaviour, Organizational Cynicism, Organizational Performance, Work-Life Balance

eISSN: 2398-4287 © 2020. The Authors. Published for AMER ABRA cE-Bs by e-International Publishing House, Ltd., UK. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>). Peer-review under responsibility of AMER (Association of Malaysian Environment-Behaviour Researchers), ABRA (Association of Behavioural Researchers on Asians) and cE-Bs (Centre for Environment-Behaviour Studies), Faculty of Architecture, Planning & Surveying, Universiti Teknologi MARA, Malaysia.
 DOI: <https://doi.org/10.21834/e-bpj.v5i13.2067>

1.0 Introduction

Organizational citizenship behaviour (OCB) has become a pivotal point in organizational behaviour as it widely was discussed in the management area and become more popular in the managerial, behavioural, and psychological literature (Eissenstat & Lee, 2017; Rose, 2016). The term OCB, first coined by Bateman and Organ (1983) and has its roots in Katz (1964), who studied innovative and spontaneous behaviour beyond role prescriptions and distinguished between high and low performers. The theoretical construct of OCB was introduced as optional activities in the workplace that were necessary for organizational functioning but they were neither strictly required by the job descriptions nor rewarded by formal incentives. OCB has a significant impact on the organization's performance and effectiveness and organizational success to achieve its objectives. Organizations can encourage positive employees, such as helping employees, peer support and work in teams (Yunus & Kareem, 2016). OCB is very important for organizations and workers, such as improving organizational performance, building mutual relations relationships among different departments, enhancing unity and organizational unity and reducing the level of resource-intensive needs (Hemakumara, Khatibi, & Johar, 2018). Research has shown that OCB increases organizational effectiveness that has diluted for many years, based on the belief that the ways people behave affect their beliefs, emotions, attitudes, and behaviour at work (Obedgiu, Bagire, & Mafabi, 2017). Organ (1998) stressed that organizational survival relies heavily on OCB as it has the potential to contribute to optimizing various organizational outcomes involving colleagues, team management, and productivity as well as organizational performance. However, a survey shows that the concept of OCB is developing slowly. Hence, more in-depth investigations of the relationships between the antecedents, determinants, and other concepts related to OCB are required (Ocampo, 2018). Furthermore, individuals are likely to perform OCB as long as management and the

eISSN: 2398-4287 © 2020. The Authors. Published for AMER ABRA cE-Bs by e-International Publishing House, Ltd., UK. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>). Peer-review under responsibility of AMER (Association of Malaysian Environment-Behaviour Researchers), ABRA (Association of Behavioural Researchers on Asians) and cE-Bs (Centre for Environment-Behaviour Studies), Faculty of Architecture, Planning & Surveying, Universiti Teknologi MARA, Malaysia.
 DOI: <https://doi.org/10.21834/e-bpj.v5i13.2067>

organization perceived as trustworthy. If management fails to meet an individual expectation, the individual will refrain from exerting extra effort on behalf of the organization.

The success of universities fundamentally depends on academics who are motivated to be committed to university goals and values, as it believed that the level of OCB in lecturers could affect the academic performance of students and the success of the organization (Cheasakul & Varma, 2016). Inadequate OCB among the lecturers in carrying out their duties caused by low satisfaction of the lecturers (Gunawan, Barsa, & Tua, 2018), less organizational commitment (Hairuddin, Gani, Sinring, & Arifin, 2017), low productivity and poor skills in pre-active and interactive lesson presentation (Adesina, Raimi, & Bolaji, 2016), lack of trust among colleagues (Balyer, 2017), and poor work environment (Husin, Ghazali, Abdullah, & Hadi, 2018). As a study on public universities in Nigeria shows that not all academics exhibit OCB in the university system (Etudor-eyo & Atakpa, 2017). Therefore, this study is to examine the reflective measurement model of the organizational cynicism and OCB among lecturers in a higher education institution.

2.0 Literature Review

2.1 Definition of Organizational Cynicism

Cynicism, which has lately been a subject of research in the field of education and supervision, can lead to organizational change and resistance to administrative control (Faruk & Sitar, 2016). Cynicism characterized by negative emotions covering personality, group, ideology, the social contract or lay trust, and frustration (Bayram, Mehmet, & Karaca, 2017). Employees with cynical ideas about the organization believe that there is a secret objective to the organization's actions and hence, there is no likelihood for the official reasons developed by the managing body to be accepted (Akar & Çelik, 2019). Thus, cynic individuals believe that organizational actions do not include justice, honesty, and sincerity. Employees do not intentionally act cynical, but this attitude emerges as a result of experience. Therefore, none of an individual is born cynical, but instead, he becomes one in time according to his skills. Scholars accept cynicism as a learned behaviour based on injustice and frustration in the organization. The disappointment of workers leads to negative perspectives and weak expectations (Akar & Çelik, 2019).

2.2 Organizational Citizenship Behavior (OCB) in Education

Successful organizations have a workforce who freely give off their time and energy to succeed at the assigned job (Waheed & Shah, 2017). However, university teaching is a very complex and challenging task as opposed to teaching in schools and colleges due to low formulation of teaching content and methods at universities. The success of higher education institutions not only rely entirely on formal job descriptions, but it also depends on lecturers who are willing to do great work beyond the formal working conditions, which is to engage in OCB (Somech & Drach-zahavy, 2000). Organizational citizenship behaviour plays a crucial role in improving the effectiveness, efficiency, and creativity of higher educational institutions (Claudia, 2018). OCB in research on educational organizations to examine various aspects or factors that influence OCB. Related to the teaching context, OCB is one of the most significant professionals in the world (Ariani, 2017). The emergence of OCB relies heavily on the willingness of the various parties involved to contribute positively, especially the lecturers as they are a critical part of any higher educational institution. Discussion on OCB should not be isolated from the concept of the institution or the organization itself, as one of the factors influencing the formation of such behaviour (Claudia, 2018). OCB may help lecturers include helping other practices and meeting the needs of others, including students. OCB among lecturers also include behaviour that supports students and colleagues that include changes and motivation in teaching, in-depth orientation to the organization and deep loyalty to teaching (Somech & Khotaba, 2017). As previous researchers found that high-level lecturers with OCB positively helped the academic achievement of students (Ariani, 2017).

2.3 Relationship Between Organizational Cynicism and Organizational Citizenship Behavior

Organizational cynicism is an attitude of unfriendliness with oneself for the organization because the organization will always try to fool its employees, display a lack of honesty (Nair & Kamalanabhan, 2013) and takes decisions on personal experiences and knowledge. Many studies related to organizational cynicism and OCB are significant. A recent study by Turkmen and Aykac (2017) found that there is a significant and negative association between organizational cynicism and organizational citizenship behaviour. Thus, individuals are likely to perform OCB as long as management and the organization perceived as trustworthy. If the command fails to meet an individual expectation, the individual will refrain from exerting extra effort on behalf of the organization. While, perceived contract violation, abusive supervision and servant leadership on organizational citizenship behaviour and mediating role of employee cynicism has a significant impact on OCB (Awais, Aziz, Shahbaz, Arslan, & Rahat, 2017). The results of the study by Singh (2018) revealed that organizational cynicism has impact on job performance, organizational citizenship behaviour, organizational justice, organizational commitment, organizational trust, innovation behaviour and employee turnover intentions. Having a high level of OCB and low level of organizational cynicism makes it possible to manage conflicts between subordinates and superiors successfully. As the title goes down to lower levels from Manager, having OCB increases the chance of successfully managing conflicts between subordinates and having a high level of OCB and low level of organizational cynicism, makes it possible to manage conflicts between subordinates and superiors successfully (Yilmaz & Şencan, 2018).

2.4 Consequences of Organizational Cynicism

There is a strong consensus exists concerning the consequences of organizational cynicism. Most frequently mentioned are affective and behavioural outcomes, such as a decrease in motivation, job autonomy, self-efficacy, employee satisfaction, employee performance,

organizational commitment and organizational citizenship behaviour (Singh, 2018; Skaalvik & Skaalvik, 2016), an increase in mistrust and disrespect to the organization, and other forms of psychological disengagement (Thomas & Gupta, 2018). Studies showed that cynicism related to a decrease in self-esteem (Yıldırım & Kayapali, 2016), and other research revealed that employer might also experience the cynicism among their new employees (Subramanian, 2016). Broken promises and the feeling of not being treated with respect and dignity arouse distrust and a loss of commitment. Such responses expected to have inhibiting and disruptive effects on interpersonal relationships (Scott & Zweig, 2016). It can also result in an increase in negative tendencies such as intentions to quit the job, and other counterproductive behaviours. Therefore, organizational cynicism can create an obstacle for employee empowerment (Yıldırım & Kayapali, 2016). Organizational cynicism is thus manifested as a subjective experience that is negative for an organization, and is characterized by the presence of cognitions, emotions and attitudes that are negative and which are born in an individual, but spread collectively in the organizational level (Fernández, Moreno, & Lombana, 2018). The lack of employee's cynicism to an organization leads to employees do not negative verbal propaganda against the organization and do not hurt the reputation of the organization given customers and the public.

3.0 Conceptual Framework

Based on the preceding discussion, a conceptual framework proposed as depicted in Figure1. To conceptualize the relationship between organizational culture and OCB. It is reasonable to assume that employees may tend to be more committed when they believe that their organization supports equality and justice. Furthermore, employees respond to their perceptions appropriately through positive attitudes and behaviours to the organization, thus increasing their willingness to engage in high levels of OCB.

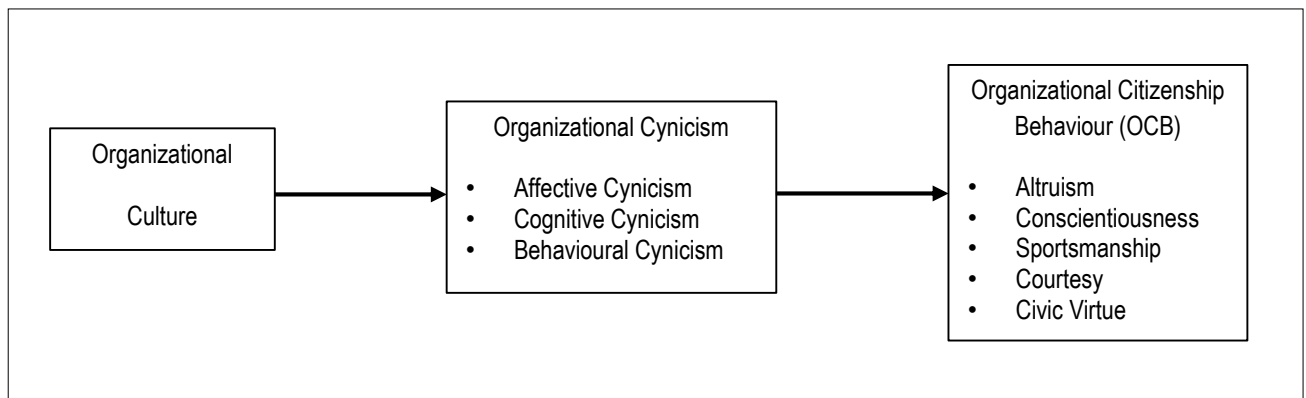


Figure 1: Conceptual Framework of Organizational Cynicism and Organizational Citizenship Behaviour

4.0 Methodology

This study conducted a pilot study on 100 academicians using a convenience sampling method from a selected local university. The data collected were further analysed on the reflective measurement model by applying the Structural Equation Modelling using Partial Least Square (PLS). The findings revealed the assessment of factor loading, composite reliability, average variance extracted and discriminant validity to confirm the reflective measurement model. The result found 100 of the sample sizes that were appropriate to use in further analysis. The items measurement for OCB was adapted from Podsakoff, MacKenzie, Moorman and Fetter (1990). There are 22 items to measure five dimensions which are altruism, civic virtue, sportsmanship, conscientiousness, and courtesy. Then, the items measurement of organizational culture consists of 14 items. The items are adapted from the studies of Weston (2018). Furthermore, there are 13 items to measure the organizational cynicism which particularly emphasizes on the three dimensions which are affective cynicism, cognitive cynicism and behavioural cynicism adapted from Acaray and Yildirim (2017). All items used the five Likert scale, 1= strongly disagree and 5= strongly agree. The study was limited to a selected local university. The convenience sample directly limits its generalizability.

5.0 Findings

Reflective measurement models identified that adding or subtracting items does not change the conceptual meaning of the construct (John, 2002). Additionally, the direction of causality in the reflective model flows from the construct to the indicator (Edwards & Bagozzi, 2000). Therefore, the convergent and discriminant validity had conducted to measure the reflective measurement consist of the reliability and validity of the items. In PLS, the values of the loading factors required to be higher than 0.5 and above 0.70 (Hair, Hult, Ringle, & Sarstedt, 2017). Then, the calculation of values composite reliability with the cut off 0.5 and average variance extracted values should be greater than 0.7 (Hair et al., 2017). As depicted in Table 1, the organizational culture consisted of 14 items and each of the items loading indicates there were greater than 0.5. The items OC2, OC5 and OC6 deleted due to the lower factor loading. Next, there were 13 items of organizational cynicism which that presented cognitive cynicism, affective cynicism and behavioural cynicism. The items C5 and C11 deleted due to the lower factor loading and the rest of the items tested indicate had high factor loading, which was greater than

0.5. On the other hand, there were 22 items of organizational citizenship behaviour tested which consist of altruism, civic virtue, sportsmanship, conscientiousness and courtesy. The items OCB2, OCB4, OCB7, OCB11, OCB12, OCB14 and OCB15 deleted due to the lower factor loading.

Table 1 Convergent validity result

Construct	Item loading	Factor loading	Construct	Item loading	Factor loading	
Organizational culture	OC1	0.847	Behavioural cynicism	C10	0.892	
	OC3	0.556		C12	0.658	
	OC4	0.721		C13	0.762	
	OC7	0.672	Altruism	OCB1	0.905	
	OC8	0.682		OCB3	0.742	
	OC9	0.649		OCB5	0.542	
	OC10	0.727	Courtesy	OCB6	0.711	
	OC11	0.875		OCB8	0.803	
	OC12	0.774		OCB9	0.831	
	OC13	0.704		OCB10	0.866	
	OC14	0.647				
	Cognitive cynicism	C1	0.910	Sportsmanship	OCB13	1.000
		C2	0.894			
		C3	0.822			
C4		0.621				
Affective cynicism	C6	0.808	Conscientiousness	OCB16	0.836	
		0.755		OCB17	0.676	
		0.975		OCB18	0.818	
	C8	0.944	Civic virtue	OCB19	0.711	
				OCB20	0.767	
				OCB21	0.933	
			OCB22	0.549		

5.1 Composite Reliability and Average Variance Extracted

From the assessment of factors loadings, the composite reliability (CR) measured to access the reliability after the item deleted. According to (Hair et al., 2017), the acceptable values of composite reliability is higher than 0.70 and average variance extracted also must higher than 0.50. If the assumption met, the result indicates that the items of the model tested were high in internal consistency reliability and validate to the studied. As showed in Table 2, the reflective construct found their values of composite reliability were higher than 0.5 as organizational culture (CR=0.921), cognitive cynicism (CR=0.889), affective cynicism (CR=0.928) and behavioural cynicism (CR=0.818). For OCB dimensions, altruism (CR=0.782), civic virtue (CR=0.835), conscientiousness (CR=0.822), courtesy (CR=0.880) and sportsmanship (CR=1.000). Concluded with the composite reliability assessment, all the indicators were high internal consistency in which the values were greater than 0.7 and above. The result confirmed the 49 items tested were reliable to the model. Furthermore, the AVE values for organizational culture (AVE=0.517), cognitive cynicism (AVE=0.672), affective cynicism (AVE=0.766) and behavioural cynicism (CR=0.603). For OCB dimensions, altruism (AVE=0.555), civic virtue (AVE=0.566), conscientiousness (AVE=0.608), courtesy (AVE=0.647) and sportsmanship (AVE=1.000) indicates that the AVE values of the constructs as in the model were greater than 0.50 and this resulted confirmed the result of convergent validity of this studied.

Table 2 Composite reliability and average variance extracted analysis

Constructs	Composite Reliability	Average Variance Extracted (AVE)
Organizational culture	0.921	0.517
Cognitive cynicism	0.889	0.672
Affective cynicism	0.928	0.766
Behavioural cynicism	0.818	0.603
Altruism	0.782	0.555
Civic virtue	0.835	0.566
Conscientiousness	0.822	0.608
Courtesy	0.880	0.647

Sportsmanship 1.000 1.000

5.2 Discriminant Validity: Fornell-Lacker Analysis

Discriminant validity evidenced by the fact that construction measures that theoretically not correspond to one another do not found to be closely related to one another. In practice, the discriminant validity coefficient should be significantly smaller in magnitude than the convergent validity coefficient (Hubley, 2014).

Table 3 Fornell Larcker Result

Constructs	1	2	3	4	5	6	7	8	9
1. Affective cynicism	0.875								
2. Altruism	0.079	0.745							
3. Behavioural cynicism	0.490	-0.019	0.776						
4. Civic virtue	-0.071	0.450	-0.144	0.753					
5. Cognitive cynicism	0.397	-0.151	0.443	-0.235	0.820				
6. Conscientiousness	0.033	0.274	-0.141	0.568	-0.264	0.780			
7. Courtesy	0.129	0.312	-0.086	0.455	-0.217	0.500	0.805		
8. Organizational culture	0.084	0.373	-0.180	0.631	-0.365	0.567	0.789	0.719	
9. Sportsmanship	-0.022	0.346	-0.294	0.360	-0.234	0.480	0.472	0.704	1.000

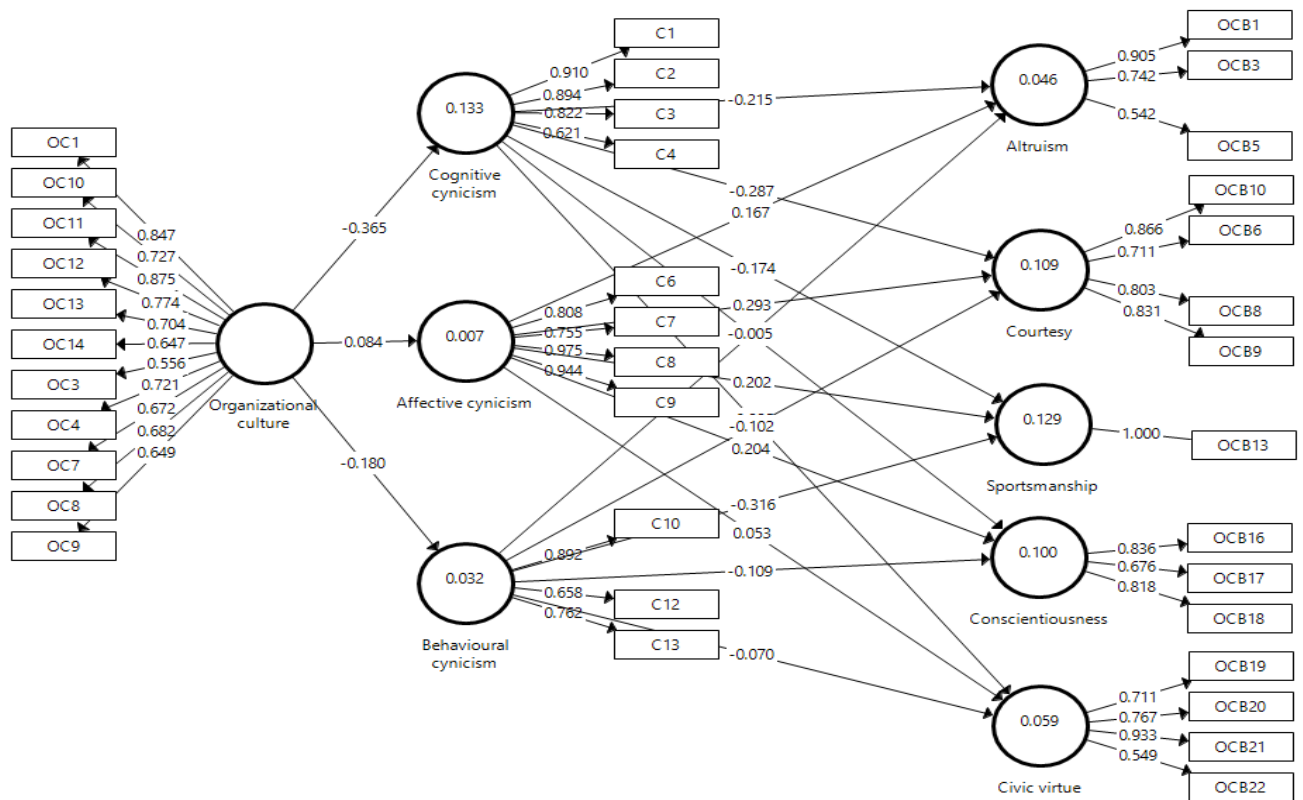


Figure 2: Measurement model of organizational cynicism and OCB

The differences between overlapping constructs can also be measured through discriminate validity (Hair et al., 2017). Discriminant validity evaluated through items comparison in cross-loading and Fornell and Larcker criterion. A traditional Fornell and Larcker criterion assessment used to calculate the cross-loadings between others construct (Fornell & Larcker, 1981). The assumption underlying discriminant validity, if the single loading of the indicator is more significant for their latent variable than for the other latent variable in the model, the result interpreted the model is well-differentiated concerning the other constructs. Under the cross-loading approach, the factor loading of the items of the assigned constructs must be higher than the factor loading score of the different constructs while maintaining the threshold value of 0.60 or above (Hair, Black, Babin, & Anderson, 2010). The second criterion for the measurement of discriminant validity is Fornell and Larcker criterion. Discriminant validity affirmed when the AVE square route of every single construct

is higher than the construct's highest correlation with any other latent construct (Hair et al., 2010). As a rule of thumb, the AVE score of square roots of each construct must be higher than 0.50 (Fornell & Larcker, 1981). The result of discriminant validity has shown in Table 3 indicates the cross-loadings of the construct and the other construct meet the assumption of the values is greater than another construct. All items loading in reflective model found the values were in the range of 0.70 to 0.80.

6.0 Discussion

The objective of this paper is to examine the reflective measurement model of the organizational cynicism and OCB and rigorous assessment of construct validity between formative versus reflective construct. A reflective measurement model commonly assesses the factor loading of the indicators that can be added or deleted if the loading does not meet the cut-off values. The deleted item remains to explain the fundamental concept of the construct and does not change any meaning. The reflective measurement model assessment includes composite reliability, average variance extracted, and discriminant validity which shows the causal relationship of the construct to indicators. In a different view of a formative measurement model, the construct assesses by measuring the outer weight values and significance of the outer weight. Then the study should decide to remain or delete when the outcomes do not meet the assumption. From the result of the analysis above, it is found that organizational culture and organizational cynicism predict the organizational citizenship behaviour of lecturers in a local university. The results are significant because organizations such as universities and faculty members of the future, whose primary purpose is to educate, do not appear to be very good at organization-oriented collaboration activities. The result is significant because it shows that the education profession, as it should be based on social responsibility and spiritual values, are progressing towards individual academic success. Moreover, the fact that organizational cynicism has a lower average than organizational citizenship behaviour can be described as a good outcome in terms of the academic profession. The finding in this study is consistent with previous research (Ikinci, 2018; Yilmaz & Şencan, 2018) that found a higher level of OCB compared to organizational cynicism will decrease the level of cynicism. However, it is statistically insignificant with (Awais et al., 2017; Singh, 2018) who found that organizational cynicism affects OCB and the performance of employees.

7.0 Conclusion & Recommendations

In summary, this study noted that high levels of professional tension, anger and cynicism have been reported in the teaching profession, where it has evaluated almost double the stress experienced in other businesses. The scope of this study is broad enough that it is not confined to Malaysian teaching staff, but its findings can be applied to other countries as well. It is concluded from the literature that if workers are treated fairly and their rights are respected, and the organization assesses their efforts then they will be less persuaded towards the organization's cynicism. Given the practical and theoretical importance of OCB, future research in this area is undoubtedly warranted. Given the substantial role of lecturers today in educating students, it is hoped that the findings of this study may help the administrators to attain an understanding regarding lecturers' cynical attitude and its impact on organizational citizenship behaviour.

Acknowledgement

This research has been supported by Fundamental Research Grant Scheme (FRGS2019: 149/2019) from Ministry of Education, Malaysia and special thanked to Universiti Teknologi MARA, Cawangan Selangor, Puncak Alam Campus for the support and assistance.

References

- Acaray, A., & Yildirim, S. (2017). The impact of personality traits on organizational cynicism in the education sector. *World Journal of Entrepreneurship, Management and Sustainable Development*, 13(1), 65–76.
- Adesina, Raimi, S. O., & Bolaji, O. A. (2016). Teachers' attitude, years of teaching experience and self-efficacy as determinants of teachers' productivity in teachers' professional development programme in Ibadan metropolis. *Journal Of Emerging Trends in Educational Research And Policy Studies*, 7(3), 204–211.
- Akar, H., & Çelik, O. T. (2019). Organizational justice and cynicism: A mixed method study at schools. *International Journal of Evaluation and Research in Education*, 8(1), 189.
- Ariani, D. W. (2017). Relationship lecturers' organizational citizenship behavior, students' motivation and students' performance in Indonesia. *Journal of Global Research in Education and Social Science*, 9(2), 93–103.
- Awais, M., Aziz, K., Shahbaz, S., Arslan, M., & Rahat, Q. (2017). Impact of workplace perception and servant leadership on organizational citizenship: The mediating role of employee cynicism. *International Journal of Research*, 4(9), 1479–1492.
- Balyer, A. (2017). Trust in school principals: Teachers' opinions. *Journal of Education and Learning*, 6(2), 317–325.
- Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee citizenship. *The Academy of Management Journal*, 26(4), 587–595.
- Bayram, A., Mehmet, D., & Karaca, M. (2017). The role of mediation of the organizational cynicism the relationship between leader-member exchange and job performance: An examination on the elementary teachers of public personnel in central Anatolia region. *Journal of Business and Management*, 19(1), 39–47.

- Cheasakul, U., & Varma, P. (2016). The influence of passion and empowerment on organizational citizenship behavior of teachers mediated by organizational commitment. *Contaduría Administración*, 1–19.
- Claudia, M. (2018). The influence of perceived organizational support, job satisfaction and organizational commitment toward organizational citizenship behavior. *Journal of Indonesian Economy and Business*, 33(1), 23–45.
- Edwards, J. R., & Bagozzi, R. P. (2000). On the nature and direction of relationships between constructs and measures. *Psychological Methods*, 5(2), 155–174.
- Eissenstat, S. J., & Lee, Y. (2017). Understanding organizational citizenship behavior: The counselor's role. *International Journal of Workplace Health Management*, 10(6), 491–507.
- Etudor-eyo, E., & Atakpa, I. W. (2017). Motivation and organizational citizenship behaviour of academics in universities in Akwa Ibom state, Nigeria. *International Journal of Managerial Studies and Research*, 5(6), 80–87.
- Faruk, L., & Sitar, K. (2016). Examining the organizational cynicism among teachers at schools: A mixed methods study. *Educational Research and Reviews*, 11(21), 2009–2020.
- Fernández, J. C., Moreno, O. C., & Lombana, A. F. (2018). Organizational cynicism-an exploration analysis-case: Workers in the city of Cartagena de Indias (Colombia). *Revista Espacios*, 39(26), 1–16.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39.
- Gunawan, A., Barsa, L., & Tua, H. (2018). Determinant of lecturers work satisfaction and implication on lecturer's performance at maritime higher education in DKI Jakarta. *International Review of Management and Marketing*, 8(4), 14–23.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis* (7th ed.). Edinburgh: Pearson Education Limited.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). A primer on partial least squares structural equation modeling. In *SAGE Publication Incorporated* (2nd ed.). Los Angeles.
- Hairuddin, A., Gani, M. U., Sinning, B., & Arifin, Z. (2017). Motivation, competence and organizational commitment effect on lecturers' job satisfaction and lecturers' performance. *International Journal of Management & Social Sciences*, 6(3), 419–428.
- Hemakumara, Khatibi, & Johar, M. G. M. (2018). Job satisfaction and organizational citizenship behavior among the administrative staff of state universities in Sri Lanka. *International Journal of Management Sciences and Business Research*, 7(8), 40–44.
- Huble, A. M. (2014). Discriminant validity. In *Encyclopedia of Quality of Life and Well-Being Research* (pp. 1413–1732).
- Husin, N. A., Ghazali, A. S., Abdullah, N., & Hadi, M. I. A. (2018). Work-life balance of Malaysian lecturers. *Australian Academy of Business and Economics Review*, 4(1), 43–49.
- Ikinci, S. S. (2018). Examination of relations between organizational citizenship behavior and organizational cynicism in the health sector. *Journal of Health Administration*, 21(3), 511–528.
- John R, R. (2002). The C-OAR-SE procedure for scale development in marketing. *International Journal of Research in Marketing*, 19(4), 305–335.
- Nair, P., & Kamalanabhan, T. J. (2013). The impact of cynicism on ethical intentions of Indian managers: The moderating role of their level of management. *International Journal of Trade, Economics and Finance*, 1(2), 155–159.
- Obedjui, V., Bagire, V., & Mafabi, S. (2017). Examination of organizational commitment and organizational citizenship behaviour among local government civil servants in Uganda. *Journal of Management Development*, 36(10), 1304–1316.
- Ocampo, L., Acedillo, V., & Bacunador, A. M. (2018). A historical review of the development of organizational citizenship behavior (OCB) and its implications for the twenty-first century. *Personnel Review*, 47(4), 821–862.
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *Leadership and Organization Development Journal*, 1(2), 107–142.
- Rose, K. (2016). Examining organizational citizenship behavior in the context of human resource development: An integrative review of the literature. *Human Resource Development Review*, 15(3), 295–316.
- Scott, K. A., & Zweig, D. (2016). Understanding and mitigating cynicism in the workplace. *Journal of Managerial Psychology*, 31(2), 1–31.
- Singh, D. (2018). Organizational cynicism : A literature review. *International Journal of Management, Technology And Engineering*, 8(7), 1114–1124.
- Skaalvik, E. M., & Skaalvik, S. (2016). Teacher stress and teacher self-efficacy as predictors of engagement, emotional exhaustion, and motivation to leave the teaching profession. *Creative Education*, 7, 1785–1799.
- Somech, A., & Drach-zahavy, A. (2000). Understanding extra-role behavior in schools: The relationships between job satisfaction, sense of efficacy, and teacher's extra-role behavior. *Teaching and Teacher Education*, 16, 649–659.
- Somech, A., & Khotaba, S. (2017). An integrative model for understanding team organizational citizenship behavior: Its antecedents and consequences for educational teams. *Journal of Educational Administration*, 1–31.

- Subramanian, K. R. (2016). Employee attitudes and management dilemma. *International Journal of Combined Research & Development*, 5(9), 1031–1037.
- Thomas, N., & Gupta, S. (2018). Organizational cynicism: What every manager needs to know. *Development and Learning in Organizations*, 32(2), 16–19.
- Turkmen, F., & Aykac, E. (2017). The association between organizational cynicism and organizational citizenship behavior: A case study. *European Research Studies Journal*, 20(4), 743–753.
- Waheed, S., & Shah, A. A. (2017). Organisational citizenship behaviour among university teachers: An empirical study. *International Journal of Interdisciplinary and Multidisciplinary Studies*, 4(3), 248–253.
- Yıldırım, F., & Kayapalı Yıldırım, S. (2016). Effects of cynicism on empowerment in organizations. *Journal of Human Sciences*, 13(3), 2–11.
- Yılmaz, H., & Şencan, H. (2018). The effect of the organizational citizenship and cynicism behaviors on the management of hierarchical conflicts. *International Review of Management and Marketing*, 8(2), 118–130.
- Yunus, J. @ N., & Kareem, O. A. (2016). Staff academic job behavior in Malaysian public university. *Journal of Academic Research in Business and Social Sciences*, 6(11), 303–311.