

# Behavioural Cynicism and Employee Commitment in Food, Beverage and Tobacco Companies in Port Harcourt Nigeria

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**Abstract:** *The purpose of this study was to examine the relationship between behavioural cynicism and employee commitment of the food, beverage and tobacco companies in Port Harcourt, Nigeria. The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through a self-administered questionnaire. The study adopted the correlational research design. A total population for the fourteen companies was one thousand and ninety-three (1093) workers. A sample size of 292 was determined using Taro Yamen's formula. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using Spearman's Rank Order Correlation Statistics. The result showed that behavioural cynicism negatively and significantly influences affective, normative and continuance commitment in the food, beverage and tobacco companies in Port Harcourt, Nigeria respectively. The study concludes that emotional cynicism negatively and significantly impacts on employee commitment in food, beverage and tobacco companies in Port Harcourt. The study therefore recommends that the food, beverage and tobacco companies should adopt organizational cynicism avoidance mechanisms as this will increase employees' commitment.*

**Keywords:** *Behavioural Cynicism, Employee Commitment, Affective Commitment, Normative Commitment, Continuance Commitment*

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## INTRODUCTION

Employee commitment has been characterized and defined in diverse ways (Somers, 1995; Meyer and Allen, 1997). Employee commitment refers to the attachment of the employees to their organization and the wish to stay there (Do an and Kılıç, 2007). Organizational commitment is the degree to which employees' identification of themselves stems from their employing organizations, and desire to maintain membership in those organizations (Robbins and Coulter, 2009). Bartlett's (2001) definition on organizational commitment is about the employees' levels of attachment to the organization. Meyer and Allen (1997) define organizational commitment as staying at the organization, being present for work on a regular basis, caring for company property, and being interested in company goals. According to them, organizational commitment is a psychological link between employees and their organizations. This link causes employees voluntarily leaving their organizations to be less likely (Meyer and Allen, 1997).

Employee commitment and organizational cynicism are two phenomena relevant for organisations and widely analysed, which can have very distinct positive and negative

consequences that either help the organization to grow or lead it to failure. Organizational commitment identifies a tight relationship between the employee with the organisation in which he/she works (Naude, Desai & Murphy, 2003), shows the degree of the individual's organisational identification (Newstrom, 2015), the level of the person's identification and his engagement with the organization (Naqvi, Ishtiaq and Kanwal, 2013), in which he/she seeks to continue working, as well as discloses the psychological state of the person who particularly relates himself to the organization (Garg, 2017).

Organizational cynicism is related to employees' negative feelings, such as despair, contempt and hopelessness when assessing their organization, its managers and other objects of the workplace (Cole, Bruch, & Vogel, 2006). Dean, Brandes and Dharwadkar (1998) characterize such negative attitude of employees as an inclination to tendentious despair, critical and negative anti-organizational activities and a belief that the organisation lacks integrity.

Cynical employees are less attached to the organization, and their dissatisfaction leads them to the belief that they will not work in the organization for a long time (Kim, Bateman, Gilbreath & Andersson, 2009). In addition, cynical employees are less inclined to assume additional responsibilities in the organization. As pointed out by Naqvi, Ishtiaq and Kanwal (2013), organizational cynicism is one of the main problems hindering the achievement of organizational goals and success; therefore, the number of studies on organizational cynicism is increasing, as it is important for organizations to understand not only the causes of organizational cynicism but also the consequences induced. The conducted research confirmed the negative impact of cynicism on work results, assessing them both at the individual and organizational level (Brandes, Castro, James, Martinez, Matherly, Ferris & Hochwarter, 2008). Organizational cynicism is related to many negative and undesirable results, such as low level of satisfaction and commitment, poor civic behaviour (Johnson & O'Leary-Kelly, 2003), employee turnover (Aslam, Ilyas, Imran & Rahman, 2016). Decreased job satisfaction, the absence of organizational commitment and public spirit is giving rise to negative consequences; it appears employees' disappointment with work is increasing (Terzi, Derin, 2016, qtd. in Abraham, 2000). In other words, the employee's cynicism is negatively related to motivation for work (Wanous, Reichers & Austin, 2000).

This study therefore examines the relationship between behavioural cynicism and employee commitment of food, beverage and tobacco companies in Port Harcourt Nigeria.

Furthermore, this study will also be guided by the following research questions:

- ii. What is the relationship between behavioural cynicism and affective commitment of selected food, beverage and tobacco companies in Port Harcourt?
- iii. What is the relationship between behavioural cynicism and normative commitment of selected food, beverage and tobacco companies in Port Harcourt?
- iv. What is the relationship between behavioural cynicism and continuance commitment of selected food, beverage and tobacco companies in Port Harcourt?



**Fig.1** Conceptual Framework for the relationship behavioural cynicism and employee commitment

*Source:* Author’s Desk Research, 2020

## LITERATURE REVIEW

### Theoretical framework

#### Expectancy Theory

The expectancy theory (Vroom, 1964) suggests that individuals behave self-indulgently in actions they expect will result in the greatest subjective utility. Valence, instrumentality, and expectancy are the three components of the expectancy theory (Carnes & Knotts, 2018). Valence describes the individual’s desired outcome. Instrumentality is the individual’s belief that the desired outcome will result from their performance. Expectancy is the probability that the individual’s performance will lead to the desired outcome (Carnes & Knotts, 2018). The expectancy theory is a function of rewards for performance (Carter, 2013). Rewards that are of value to the employee serve as a motivator for employee performance (Carter, 2013). Research conducted by Isaac, Zerbe, and Pitt (2001) suggested a direct connection between employee performance and leadership behaviours relating to the expectancy theory. The author concluded that high employee performance occurs when leaders create motivational environments that facilitate meeting expectations and employee performance above what the employee initially believed was possible. Isaac *et al.* (2001) also pointed out the importance of leaders understanding that the attractiveness of rewards varies amongst individuals and therefore the leader needs to determine the value of rewards to the employee.

Baciu (2017) posited that the force behind motivation is dependent on expectations about effort producing performance, performance producing rewards, and rewards having an attributable value. Baciu (2017) also suggested that expectancy is dependent on employee factors such as, self-esteem, belief in one’s ability to complete tasks, skills, experience, and knowledge,

and employer factors such as clear performance goals, support, and resources to support goals. It should be noted that when these expectations are not met, the employee may develop dislike or negative sentiments for his/her employing organization. Chen, Ellis, and Suresh (2016) further discussed factors influencing expectancy and identified task difficulty, individual, group, and environmental factors. Factors related to task difficulty include progress and relation to goals and are associated with the employee's probability of accomplishment. Individual factors include competence and goal orientation and are associated with the employee's ability and belief in accomplishing goals. Group factors describe how the employee interacts with others and if they have positive relationships and are associated with reducing risks and misunderstandings about goal accomplishment. Environment factors such as competition and opportunities influence an employee's willingness to invest effort to achieve the expected outcome (Chen et al., 2016). "The theory is a model of behavioural choice, in which it is an explanation of why people choose one behavioural option over others" (Richard, 2002:13). "It is based on the hypothesis that work behaviour is decided by a person expectation which is likely results of such behaviour" (John, 2007: 17). In this theory, Vroom discovered that an employee's performance relies on individual determinants like personality, skills set, knowledge, work and life experience and capability.

Vroom asserts that effort, performance and motivation are connected in an individual's motivation. Certain performances will have foreseeable job outcomes based on individual's expectations by which these outcomes satisfy organizational or individual goals. "Organizational goals can be measured in terms of quality, quantity, or timeliness of output while individual goals can be measured in terms of money, recognition, job promotion and job security" (Olgesby et al 1989: 19). The theory is comprised of three key components which are Expectancy, Instrumentality, and Valance. The expectancy is the perception that one's effort will lead to a result which is attainment of desired performance goals. This perception is normally based on an individual's experience, self-confidence or often called self-efficacy, and the recognised difficulty of the performance standard or goal. In other words, there are variables that can affect the individual's expectancy perception which are self-efficacy, goal difficulty and control. The instrumentality is the perception that if an individual meets performance expectations, he/she will get a greater reward. This reward could be in the form of an increase in salary, recognition or the feeling of accomplishment. It is important to realize that when it is understood that valued rewards follow all levels of performance, the instrumentality is low.

### **Behavioural Cynicism**

This refers to critical expressions and negative attitudes frequently used in the organization. Behavioural cynicism consists of sarcastic humour, criticism of the organization, unfavourable non-verbal behaviour, negative interpretations of attitudes in the organization, and cynical predictions about the organization's action in the future (Rehan, Iqbal, Fatima & Nawabl, 2017). The behaviour of cynical employees includes humorous, stinging attitudes and bad mouthing towards their organization, in addition, employees who ridicule their organization and senior management tend to be less likely to make effort in their jobs (Kidwell & Robie, 2003). These employees exhibit poor work performance in the organization (Lynch, Eisenberger & Armeli, 1999).

Organizational cynicism is reported to have a negative impact on employee performance. In a 2008 study in the USA, responses from 1256 full-time employees and 2143 full-time state employees from a variety of industries were taken. This study concluded that a cynical employee's performance was highest when perceived support was at moderate levels only.

Conversely, performance for cynicals was lowest when perceived support was either high or low (Byrne & Hochwarter, 2008). Behavioural dimension is related to the negative beliefs developed by individuals in the cognitive dimension that turn into actions and tendencies against the organization (Helvacı, 2010). An employee in this dimension shows behaviours such as critical approaches, complaints, underestimation, etc (Ozgener, *et al.* 2008).

Cynical employees have tendencies to negative or depreciatory behaviour toward the target of cynicism, which includes criticisms, jokes and sarcasm reflecting their beliefs and emotions (Dean *et al.* 1998). Based on Brandes and Das (2006), the behavioural part is reflected in two aspects of cynical behaviour: cynical humor and cynical criticism. Cynical humor refers to the scenario where employees make jokes and are sarcastic regarding their target, which is often done to blow off steam. In turn, cynical criticism includes strong critique and complaining about their targets often associated with a learned helplessness in the sense that nothing can be done, because everything has been tried before. For example, an employee could joke about the lack of competence, benevolence, or integrity of information security staff to 'let off steam'.

In the behavioural dimension, employees may have the tendency to make pessimistic predictions regarding the practices and occasions within the organization. They may show negative attitudes and act in a way to humiliate others (Dean *et al.*, 1998). Employees occasionally adopt certain behaviours such as complaining, scoffing and criticizing. Cynical behaviours may also be represented by verbal behaviours in the organizations. Meaningful glances, humiliating and condemning laughter among employees may be the examples of cynical behaviours (Brandes and Das, 2006). Employees may use humor in a cynical way to demonstrate cynical behaviours (Dean *et al.*, 1998). In this way, individuals adopting cynical behaviours ridiculing the aims of organizations they work in, restate the boundaries of duties and make sarcastic comments (Brandes, 1997).

### **Employee Commitment**

Employee commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization. In essence, measuring organizational commitment is an assessment of the congruence between an individual's own values and beliefs and those of the organization (Swales, 2002). Employee commitment is characterized as employees' willingness to contribute to organizational goals. When employees are sure that they will grow and learn with their current employers, their level of commitment to stay with that particular organization is higher (Opkara, 2004). In order to make employees satisfied and committed to their jobs, there is a need for strong and effective motivational strategies at various levels of the organization. Besides that, Ayeni and Phopoola (2007) have found a strong relationship between job satisfaction and organizational commitment. According to them job satisfaction mostly is determined by how well the organization meets employees expectations.

On the other hand, Maxwell and Steele (2003) believe that the organization concerned with looking after employees' interest is likely to foster a higher degree of job satisfaction. It is clear, the higher the experience, the more positive the impact on the commitment. Furthermore, an individual's experience with their co-workers also has an impact on commitment to the organization (Maxwell and Steele, 2003). High level of organizational commitment provides a clear focus for human resource manager on the grounds that commitment is in itself good and positive so should lead to a higher level of work performance. While according to Lok & Crawford (2001), a number of demographic variables, frequently included in this study.

Variables such as age (Mathieu and Zajac, 1990; Micheals, 1994; Williams and Hazer, 1986), organization tenure (Mathieu and Hamel, 1989; Mathieu and Zajac, 1990) and position tenure (Gregersen and Black, 1992; Mathieu and Zajac, 1990) have been found to be positively associated with organizational commitment. Mathieu and Zajac (1990) conclude that age is considerably more strongly related to attitudinal than to behavioural commitment.

Organizational commitment is an important aspect in human resource management literature. It refers to the state in which employees sense loyalty with their respective organization and align themselves with organizational goals and objectives (Lambert, Hogan, & Griffin, 2007). The success of an organization depends on the commitment of employees toward the organization. Herman and Armanu (2013) argue that commitment towards an organization is more than just a formal membership but rather it encompasses the attitude to the organization and a willingness to pursue all things for the sake of the organization. Employees' organizational commitment helps managers in programming, improving job performances and in decreasing frequency of absenteeism from duty (Somayyeh, Mohsen, & Zahed, 2013). On the other hand, having committed staff provides a background for improvement and expansion of the organization, while the personnel with little or no commitment to the organization remain indifferent towards the goals and overall success of the organization (Somayyeh, Mohsen, & Zahed, 2013). For the generality of organizations, establishment of justice can be a significant action to improve job performance, efficiency, job satisfaction and organizational commitment in these organizations.

## **Measures of Employee Commitment**

### **Affective Commitment**

Affective commitment is defined as the emotional attachment, identification, and involvement that an employee has with his or her organization (Aydin *et al.* 2011). It is the positive emotional attachment that employees feel for the organization because they see their goals and values to be congruent with those of the organization. Meyer and Allen (1997), note that employees retain membership out of choice and this is their commitment to the organization. Employees, who are affectively committed, strongly identify with the goals of the organization and desire to remain a part of the organization. These employees commit to the organization because they want to (Aydin *et al.* 2011). The concept of affective commitment is linked to the idea that strongly committed persons identify with, are involved in, and enjoy membership in an organization (Meyer & Allen, 1997).

It is an emotional state where individuals identify themselves with their organization, interact with their organization and are happy about being members of their organization (Mowday, 1998). It is closely related to emotional reactions to business environment and is concerned with more dedication to work, and satisfaction with the colleagues, their workplace and the profession (Balay, 2000). It refers to employees' integration into their organizations. Those who have strong affective commitment become a member of the organization not because they need it but because they regard themselves as part of the organization and have adopted its goals. Employees who feel this kind of commitment demonstrate high fidelity to their organizations and volunteer to make more effort when the need arises. Employees develop commitment to their work as long as they adopt the goals and targets of the organization (Bayram, 2005). All kinds of commitment in fact bind employees to the organization but the most effective commitment is the one that has an affective dimension. Affective commitment,

which leads to a positive attitude and behaviour towards the organization, is the best form of employee commitment to the organization (Brown, 2003). Employees with high levels of affective commitment remain in the organization because they want to do so and make huge efforts towards the goals of the organization. These employees are loyal employees who have devoted themselves to the organization. When necessary, they volunteer to assume additional responsibilities and display a positive attitude towards their job and their co-workers (Do an and Demiral, 2009). Employees who have affective commitment stay with the organization because they want it (Meyer and Allen, 1997).

Mishra *et al.*, (2015) conducted a study of a national franchise organization and eight of its small business franchisees to understand the roles of trust, organizational commitment, and justice on employee turnover. The results indicated that the degree to which employees are affectively committed to their organization has a distinct negative effect on the likelihood of their voluntary turnover. This demonstrates that managers who build a sense of affective commitment among employees can prevent turnover and its associated costs to the firm. These costs include the recruitment and training of new employees who must replace those who leave, as well as the lost training and knowledge that goes with those employees who leave (Mishra, *et al.*, 2015).

In a study on the impact of distributive justice, procedural justice, and affective commitment on turnover intention among public and private sector employees in Malaysia, Gim and Mat Desa (2014) found that distributive and procedural justice were significantly and positively related to affective commitment, which in turn was significantly and negatively related to turnover intention. This means it is important for organizations to reward their employees equitably and implement fair compensation procedures to foster higher affective commitment thus improving employee retention in the workplace (Gim & Mat Desa, 2014).

### **Continuance Commitment**

Continuance commitment is the willingness to remain in an organization because of the investment that the employee has with “non-transferable” investments. Non-transferable investments may include retirement, relationships with other employees, and other things that are special to the organization (Obeng & Ugboro, 2003). Continuance commitment also includes factors such as years of employment or benefits that the employee may receive that are unique to the organization (Reichers, 1985).

The main factor that influences continuance commitment is the maintenance in the organization (Yalçın & Iplik, 2005). Continuance commitment emanates from the disadvantages that an employee will face when he leaves the organization (Aydin *et al.* 2011). In general, continuance commitment depicts an employee’s assessment of whether the costs of leaving the organization are greater than the cost of staying. That is, the need to stay with the organization based on the costs of leaving or a sense that available comparable alternatives are limited.

Individuals commit to the organization because they perceive high costs of losing organizational membership, including economic losses, such as pension accruals and social costs, like friendship ties with co-workers that would have to be given up (Aydin *et al.* 2011). The employees remain members of the organization because they have to. The cost perception for leaving an organization leads to the commitment of members to stay in the organization (Dixit & Bhati, 2012). Furthermore, they believe that the threat of losing attractive benefits is one of the perceived costs of leaving an organization. Employees who have a remarkable position in their organization do not want to lose due to the high pay they receive, thus, they do

not leave their organizations easily due to the higher amount of benefit they lose in case of quitting their job.

Moreover, employees who have limited opportunities for alternative employment that offer better packages, certainly, remain with their current organization because they have to remain. However, continuance commitment can be increased when an organization has a clear root for a promotion (Shouksmith, 1994), a good reward system, an obvious plan for career development (Akhtar and Tan, 1994). Continuance commitment is different to affective and normative forms. It is associated with external regulators of work behaviour (Meyer, Becker and Vandenberghe, 2004). Three specific causes of continuance commitment are thought to include longer tenure in the organization, giving value to the organization and the growing perception that there are few alternatives (Iverson and Buttegieg, 1999). Since continuance commitment is reflective of the cost of leaving, it could be managed by above average pay, flexible hours and other fringe benefits which might make it very difficult for an employee to leave; however whilst the employee continues to fulfil responsibilities, they might not be performing at their best.

Research suggests that benefit plans increase employee commitment and reduce intention to quit (Ayache and Naima, 2014). The nature of continuance commitment being influenced so strongly by external factors which are under the control of the employer has not been overlooked. Coleman, Irving and Cooper (1999) describe the importance of the external locus of control and Vandenberghe and Panaccio (2015) explored the role of locus of control in influencing continuance commitment. However the presence of these external factors cannot disregard the individual perception of a factor's value, which will in turn be influenced by personal variables. It is possible, then, that employees in similar roles might be influenced by similar variables such as career stage and family priorities.

### **Normative Commitment**

Normative commitment is the commitment that people believe they have to the organization or their feeling of obligation to their workplace. It refers to the employee's feeling of duty, loyalty or obligation to the organization (Wasti, 2003). These feelings may derive from many sources. For example, the organization may have invested resources in training an employee who then feels a 'moral' obligation to put forth effort in the job and stay with the organization to 'repay the debt.' It may also reflect an internalized norm, developed before the person joins the organization through family or other socialization processes, that one should be loyal to one's organization (Aydin *et. al.* 2011).

In normative commitment an individual is willing to stay within an organization and contribute to an organization to correspond with a group norm (Dixit & Bhati, 2012). Affective, continuance, and normative commitment are components of organizational commitment rather than types because employees could have varying degrees of all three (Meyer & Allen, 1991). In other words, the three components are not mutually exclusive: an employee can simultaneously be committed to the organization in an affective, normative, and continuance sense, at varying levels of intensity.

The above idea led Meyer and Herscovitch (2001) to argue that at any point in time, an employee has a commitment profile that reflects high or low levels of all three of these components, and that different profiles have different effects on workplace behaviour such as job performance, absenteeism, and the chance that they will quit. Meyer, Allen, and Smith (1993) argue that the three components of commitment are a psychological state that either characterizes



the employee's relationship with the organization or has the implications to affect whether the employee will continue staying with the organization.

### **Relationship between Behavioural Cynicism and Employee Commitment**

Wanous *et al.* (2000) concluded that individuals with cynical feelings have lower organizational commitment. In the same way, employees with the high level of commitment were observed to be less likely to exhibit cynical behaviour. Pitre (2004) found that there is a relationship between organizational commitment and organizational cynicism in United States Naval Academy and also a relation between decision-making and risk-taking is documented as well. Naus (2007) concluded that employees with organizational cynicism have a decrease in organizational commitment, motivation and job satisfaction. Rubin *et al.* (2009) found a negative relationship between leaders' level of cynicism towards organizational change and organizational commitment. In another study, Barnes (2010) stated that employees with cynical attitudes exhibit lower commitment but also suggested that sometimes cynicism may have a positive impact on the organizations.

Another research done by Altınöz *et al.* (2011), relationship between organizational commitment and organizational cynicism, perceived by hotel employees was examined. It was stated that when the organizational commitment level of employees increases, they exhibit less cynical attitudes; likewise, employees with cynical attitudes become less committed. Findik and Eryesil (2012) examined the effect of the employees' cynical attitudes towards changes on their organizational commitment. A negative relationship between organizational cynicism and organizational commitment was documented in the research. Balıkcıoğlu (2013) investigated the relationship between organizational cynicism and organizational commitment in hospitality businesses in Antalya. Research results indicated that, employees exhibit low organizational cynicism and high organizational commitment. Ergen (2015) found similar results with previous studies and stated that organizational commitment decreases when organizational cynicism increases. The relationship between organizational cynicisms is highly connected by notions mentioned and organizational commitment is the object of interest. Philosophical change in administration policy from control to commitment in late 1980's and early 1990's provides a basis to the foundation of organizational commitment (nce & Gül, 2005).

From the foregoing points of view, we hereby hypothesized thus:

- H<sub>01</sub>:** There is no significant relationship between behavioural cynicism and affective commitment in selected food, beverage and tobacco companies in Port Harcourt.
- H<sub>02</sub>:** There is no significant relationship between behavioural cynicism and normative commitment in selected food, beverage and tobacco companies in Port Harcourt.
- H<sub>03</sub>:** There is no significant relationship between behavioural cynicism and continuance commitment in selected food, beverage and tobacco companies in Port Harcourt.

## **METHODOLOGY**

The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through a self-administered questionnaire. The study adopted the correlational research design. A total population for the fourteen companies was one thousand and ninety-three (1093) workers. A sample size of 292 was determined using Taro Yamen's formula. The reliability of the instrument was achieved by the use of the Cronbach Alpha

coefficient with all the items scoring above 0.70. The hypotheses were tested using Spearman's Rank Order Correlation Statistics.

### DATA ANALYSIS AND RESULTS

#### Bivariate Analysis

The Spearman Rank Order Correlation coefficient is calculated using the SPSS 21.0 version to establish the relationship among the empirical referents of the predictor variable and the measures of the criterion variable. Correlation coefficient can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while the value of +1.00 represents a perfect positive correlation. A value of 0.00 represents a lack of correlation. In testing hypotheses one to three, the following rules were upheld in accepting or rejecting our alternate hypotheses: all the coefficient values that indicate levels of significance (\* or \*\*) as calculated using SPSS were accepted and therefore our alternate hypotheses rejected; when no significance is indicated in the coefficient r value, we reject our alternate hypotheses. Our confidence interval was set at the 0.05 (two tailed) level of significance to test the statistical significance of the data in this study.

#### Behavioural Cynicism and Affective Commitment Correlations

		Correlations		
			Behavioural	Affective
Spearman's rho	Behavioural	Correlation Coefficient	1.000	-.542*
		Sig. (2-tailed)	.	.037
		N	270	270
	Affective	Correlation Coefficient	-.542*	1.000
		Sig. (2-tailed)	.037	.
		N	270	270

\*. Correlation is significant at the 0.05 level (2-tailed).

#### Source: Research Data, 2019

**Ho<sub>1</sub>:** There is no significant relationship between behavioural cynicism and affective commitment of food, beverage and tobacco companies in Port Harcourt.

The above table shows a negative and significant relationship between behavioural cynicism and affective commitment with a rho value of -0.542. This indicates that there is a 54.2% explanation of the relationship between both variables, while 45.8% are explained by other variables not considered in this relationship. However, this statement is true as the level of significance of 0.037 is less than 0.05, therefore, the null hypothesis is rejected, and its alternative form accepted. This states that there is significant relationship between behavioural cynicism and affective commitment in the food, beverage and tobacco companies in Port Harcourt.

**Behavioural Cynicism and Normative Commitment Correlations**

			<b>Correlations</b>	
			Behavioural	Normative
Spearman's rho	Behavioural	Correlation Coefficient	1.000	-.635*
		Sig. (2-tailed)	.	.011
		N	270	270
	Normative	Correlation Coefficient	-.635*	1.000
		Sig. (2-tailed)	.011	.
		N	270	270

\*. Correlation is significant at the 0.05 level (2-tailed).

**Source: Research Data, 2019**

**Ho<sub>2</sub>:** There is no significant relationship between behavioural cynicism and normative commitment of food, beverage and tobacco companies in Port Harcourt.

The above table shows a negative and significant relationship between behavioural cynicism and normative commitment with a rho value of -0.635. This indicates that there is a 63.5% explanation of the relationship between both variables, while 36.5% are explained by other variables not considered in this relationship. However, this statement is true as the level of significance of 0.011 is less than 0.05, therefore, the null hypothesis is rejected, and its alternative form accepted. This states that there is significant relationship between behavioural cynicism and normative commitment in the food, beverage and tobacco companies in Port Harcourt.

**Behavioural Cynicism and Continuance Commitment Correlations**

			<b>Correlations</b>	
			Behavioural	Continuance
Spearman's rho	Behavioural	Correlation Coefficient	1.000	-.675**
		Sig. (2-tailed)	.	.006
		N	270	270
	Continuance	Correlation Coefficient	-.675**	1.000
		Sig. (2-tailed)	.006	.
		N	270	270

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source: Research Data, 2019**

**Ho<sub>3</sub>:** There is no significant relationship between behavioural cynicism and continuance commitment of food, beverage and tobacco companies in Port Harcourt.

The above table shows a negative and significant relationship between behavioural cynicism and continuance commitment with a rho value of -0.675. This indicates that there is a 67.5% explanation of the relationship between both variables, while 32.5% are explained by other variables not considered in this relationship. However, this statement is true as the level of significance of 0.006 is less than 0.05, therefore, the null hypothesis is rejected, and its alternative form accepted. This states that there is significant relationship between behavioural cynicism and continuance commitment in the food, beverage and tobacco companies in Port Harcourt.

## **DISCUSSION OF FINDINGS**

### **Association between Behavioural Cynicism and Affective Commitment**

There is a negative and significant relationship between behavioural cynicism and affective commitment of food, beverage and tobacco companies in Port Harcourt. Behavioural cynicism consists of sarcastic humour, criticism of the organization, unfavourable non-verbal behaviour, negative interpretations of attitudes in the organization, and cynical predictions about the organization's action in the future (Rehan, Iqbal, Fatima & Nawabl, 2017).

The behaviour of cynical employees includes humorous and stinging attitudes and bad mouthing towards their organization, in addition, employees who ridicule their organization and senior management tend to be less likely to make an effort towards their jobs (Kidwell & Robie, 2003). Affective commitment refers to an employee's affective attachment to, integration with, and involvement with his or her organization (Bryant *et al.*, 2007). Enriquez *et al.* (2001) elaborate that organizational objectives, vision, and the level of freedom that employees enjoy are three determinants for the level of employee affective commitment. Perry (2004) points out that promoting healthy, friendly and supportive discussion with supervisors may positively affect the level of an employee's affective commitment. It is a well known fact that workers with negative positions towards their employing organizations do not put in their best with regards to performance.

According to the results of the research by Uysa and Yıldız (2014), organizational cynicism has predicted "adaptation" dimension to a high level whereas it has predicted "identification" dimension in medium and "internalization" dimension in low level. Results indicate the meaning and significance of organizational cynicism on organizational commitment and organizational commitment is decreasing while level of organizational cynicism in schools is increasing. Uysa and Yildiz (2014) conclude that organizational commitment has a considerably positive effect on employee performance thereby offering an opportunity for better concentration at work by disposing of negative thoughts like resignation and absenteeism (Bayram, 2005; Kala an, 2009; Polat and Meydan, 2010; Güzel, Perçin and Tükeltürk, 2010), positive and effective communication between teachers and administrators must be created in order to reduce the levels of organizational cynicism in schools and its effects.

### **Association between Behavioural Cynicism and Normative Commitment**

There is a negative and significant relationship between behavioural cynicism and normative commitment in the food, beverage and tobacco companies in Port Harcourt.

Organizational commitment is a force that binds an individual to a course of action of relevance to the goals of the organization (Meyer & Herscovitch, 2001). It reflects the psychological attachment an individual feels toward the organization (O'Reilly & Chatman, 1986), and is experienced through three mindsets: affective commitment, normative

commitment, and continuance commitment (Meyer & Allen, 1991). The commitment most relevant to organizational cynicism is affective commitment, which is the employee's emotional attachment to, identification with, and involvement in the organization. Nafei & Kaifi (2013) suggest significant relationship between the dimensions of organizational cynicism (the cognitive dimension, the affective dimension and the behavioural dimension) and organizational commitment at Teaching Hospitals in Egypt. Individuals with high organizational cynicism are characterized by a distrustful attitude and negative affect toward the organization; a certain level of trust, or a belief that the organization will have employees' interest in mind, is critical for organizational members to establish deep emotional bond with the organization, organizational cynicism should be associated with low levels of commitment to the organization.

Turkmen and Aykac (2017) identified the relationship between organizational cynicism and organizational citizenship behaviour. They concluded that there is a significant and negative association between the sub-dimensions of cynicism namely cognitive, affective and general cynicism attitudes with all organizational citizenship behaviour sub-dimensions (altruism, conscience, courtesy, gentlemanly, civil virtue and general organizational citizenship behaviour). However, while the sub-dimensions of organizational cynicism display a positive medium and strong association among themselves, the sub-dimensions of organizational citizenship display a positive and medium, strong and very strong association among themselves.

### **Association between Behavioural Cynicism and Continuance Commitment**

There is a negative and significant relationship between behavioural cynicism and continuance commitment in the food, beverage and tobacco companies in Port Harcourt.

Continuance commitment refers to an employee's perceived costs of leaving his or her organization (Bryant et al, 2007). Becker (1960) indicates that employees invest time, effort, health, money, and so on in their organizations. Such investments strongly affect their decisions and/or intentions to leave or remain in their organizations. Accordingly, Sharma & Sinha (2015) maintain that an increase in an employee's age and tenure within organizations raises his or her perceived cost of leaving it. Employees may also think about their pension, knowledge, job security, and unused vacations upon considering the decision to leave their jobs (Sharma & Sinha, 2015).

Continuance commitment involves a situation where employees believe that they will lose the investments they possess if they leave their jobs, so they do not want to endure the consequences and costs that will arise and therefore they continue to work there out of obligation because job alternatives are limited (Meyer, Allen and Smith, 1993). It refers to the fact that employees make more investments in the organization in the course of time and exhibit more commitment due to the possibility that they may lose them if they quit (Hrebiniak and Alutto, 1972). Individuals will continue to stay with the organization even if they do not want to because the cost of quitting the organization will be high for them (Allen and Meyer, 1990). Continuance commitment arises when employees in an organization attach a huge importance to investments such as seniority, career and other opportunities (Meyer and Gül, 2005).

In another study by Altınöz *et al.* (2011), looking at the relationship between organizational commitment and organizational cynicism, the attitudes and behaviours of hotel employees was examined. It was stated that when the organizational commitment level of employees increase, they exhibit less cynical attitudes; likewise, employees with cynical

attitudes become less committed. Findik and Eryesil (2012) examined the effect of the employees' cynical attitudes towards changes on their organizational commitment.

### **CONCLUSION AND RECOMMENDATIONS**

This study presented three conclusions addressing the research questions that were conceptualized and obtained from the main purpose of the study. Below are the conclusions reached from the findings of the study:

- i. Behavioural cynicism in food, beverage and tobacco companies in Port Harcourt has negative and significant influence on affective commitment.
- ii. Behavioural cynicism influences normative commitment negatively and significantly in food, beverage and tobacco companies in Port Harcourt.
- iii. Behavioural cynicism contributes negatively and significantly to continuance commitment in food, beverage and tobacco companies in Port Harcourt.

The following specific recommendations are made based on the findings of this study:

1. The food, beverage and tobacco companies in Port Harcourt should make some infractions into the current organizational cynicism avoidance system as this will increase employees' commitment.
2. Behavioural cynicism avoidance should be a prerequisite and guide for workforce commitment.

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