
Emotional Cynicism and Employee Commitment of Food, Beverage and Tobacco Companies in Port Harcourt Nigeria

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Abstract: *The purpose of this study was to examine the extent to which emotional cynicism is an explanatory variable for employee commitment in 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 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 the Spearman's Rank Order Correlation Statistics. The result showed that that emotional cynicism negatively and significantly influences affective, normative and continuance commitment of the food, beverage and tobacco companies in Port Harcourt, Nigeria respectively. The study concludes that emotional cynicism negatively and significantly impacts on employee commitment of food, beverage and tobacco companies in Port Harcourt. The study therefore recommends that the food, beverage and tobacco companies in Port Harcourt, Nigeria should adopt organizational cynicism avoidance mechanisms as this will increase employees' commitment.*

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

INTRODUCTION

In the wake of intensified competition, rising customer expectations and demanding industry standards across the globe, committed employees are increasingly becoming invaluable assets in an organization. Employee commitment is viewed as commitment to the organization as well as to their occupations (Robinson, 2009). Over time, the study of commitment has advanced in several directions. A variety of disciplines have adopted the topic as a theme in their research and these have offered fresh and significant insights (Brown, McHardy, McNabb & Taylor, 2011). These recent advances include new approaches to the conceptualization of employee commitment. No organization in today's competitive world can perform at peak levels unless each employee is committed to the organization's objectives and functions as an effective team member (University of Pretoria, 2005).

It is the participation of employees in the decision making processes of organisations that

boosts employee development at work. The involvement of employees with the appropriate human capital empowers them to influence management decisions in a more efficient and productive manner (Obiekwe & Zeb-Obipi, 2018), implying that those participating employees will definitely feel committed and less cynical in relating to their employing organizations. It is no longer good enough to have employees who come to work faithfully every day and do their jobs independently. Employees now have to think like entrepreneurs while working in teams, and have to prove their worth. However, they also want to be part of a successful organization which provides a good income and the opportunity for development and secure employment (John and Elyse, 2010). Furthermore, they stated that a committed employee is one that will remain with the organization. Through the years, numerous research studies have been conducted to determine the accuracy of this statement. In the end many have concluded that committed employees remain with the organization for longer periods of time than those who are less committed (Scott, 2007). Although organizations desire employees who are committed to their goals, researchers have however suggested that organisational cynicism is increasing among employees which diminishes this much sought after commitment. In fact, this predicament is said to be rising in an alarming proportion. According to Zweig and Scott (2008), the realities of organisational life are changing; as individuals no longer expect to be employed by one organisation for their entire working lives. Also, McClelland (1961) elaborates that this is especially common among those workers with high need for achievement (n-Ach.), because their need for achievement is consistent.

The continuous quest of companies to increase profitability so as to remain in business has resulted in their continuous change of set targets and setting of “unrealistic and unfeasible” market targets that frustrate employees. These systems impose undue pressure on employees thereby forcing them to respond negatively by harbouring detrimental ideas and feelings about their employing organization. Organizational cynicism has been found to be the cause of approximately thirty per cent of failure in many organizations and a subject of concern between researchers of human resource management and organizational behaviour as it contributes to psychological, sociological and economic implications in the organization (Appelbaum, Iaconi & Matousek, 2007; Galperin, 2002).

Food, beverage and tobacco employees exhibit cynical behaviours which affect the way service is delivered in these organizations due to burn out from the demands of the job. In contemporary society, globalization has redefined trends, technological factors, and diversity in the work place, thus food, beverage and tobacco companies are faced with the enormous challenges of maintaining high service standards (Khan, 2014). This study therefore examines the relationship between emotional cynicism and employee commitment in food, beverage and tobacco companies in Port Harcourt, Nigeria.

Furthermore, this study was guided by the following research questions:

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

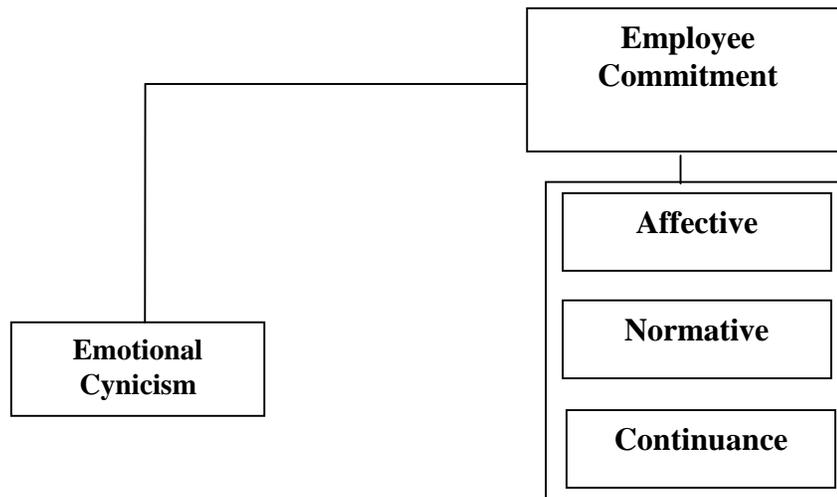


Fig.1 Conceptual Framework for the relationship emotional cynicism and employee commitment

Source: Author's Desk Research, 2020

LITERATURE REVIEW

Theoretical Framework

Equity Theory

According to Adams (1965) individuals compare the effort they expend and the results they obtain with the effort others in the same workplace spend and the results they obtain. This situation is important for the organizational justice perception of a person who is a member of an organization. According to Guerrero, Andersen and Afifi (2007), Equity theory acknowledges that subtle and variable individual factors affect each person's assessment and perception of their relationship with their relational partners.

This theory proposes that a person's motivation is based on what he or she considers being fair when compared to others (Redmond, 2010). As noted by Gogia (2010) when applied to the workplace, Equity Theory focuses on an employee's work-compensation relationship or exchange relationship as well as employees' attempt to minimize any sense of unfairness that might result. Equity theory as developed by Adams (1965), considers motivation as the result of a comparison between a worker's perceived outcomes and inputs to the outcomes and inputs of a referent other (Vinchur & Koppes, 2011).

In an organizational context, outcomes may refer to monetary compensation, benefits, flexible work arrangements, salary, career opportunities, psychological rewards like feedback and support from colleagues or supervisor (Willems, Huybrechts, Jegers, Vantilborgh, Bidee & Pepermans, 2012). Inputs may include the employee's time, expertise, qualifications, experience, intangible personal qualities such as drive and ambition, interpersonal skills, effort and commitment (Willems, Huybrechts, Jegers, Vantilborgh, Bidee & Pepermans, 2012). Because

Equity Theory deals with social relationships and fairness/unfairness, it is also known as The Social Comparisons Theory or Inequity Theory (Gogia, 2010).

Equity theory has been widely applied to business settings by industrial psychologists to describe the relationship between an employee's motivation and his or her perception of equitable or inequitable treatment (Vinchur&Koppes, 2011). In a business setting, the relevant dyadic relationship is that between employee and employer. Equity theory assumes that employees seek to maintain an equitable ratio between the inputs they bring to the relationship and the outcomes they receive from it (Adams, 1965). According to Redmond (2010), Adams' equity theory makes practical sense for instance it is reasonable to assume that most people do compare their inputs and outcomes relative to others.

Most criticisms on equity theory concern the issue of whether the theory as suggested by Adams (1965) really holds. According to Al-Zawahreh and Al-Madi (2012) most studies are unable to answer this question as this requires the theory to be evaluated within each person's value system. In particular, equity theory predicts a decrease or increase in work effort in a situation of underpayment or overpayment respectively, with the exact decrease or increase in work effort depending on the person's valuation of the effort and the underpayment or overpayment. However, traditional research on equity theory only measures whether the work effort increases or decreases, but fails to test whether the magnitude of these increases or decreases are in line with what equity theory would predict (Redmond, 2010).

Emotional Cynicism

This refers to emotional and sentimental responses toward the organization, and involves psychological reactions such as aggravation, tension, anxiety, and discomfort; where the cynics feel disrespect and frustration towards their firms (Greenberg & Baron, 2003). Mishra and Spreitzer (1998) indicated that actual cynics experience different emotions such as moral outrage, anger, and hatred towards their employing organization (Mishra and Spreitzer, 1998). Affective cynicism is accompanied by arrogance as the cynical employees believe that they have the superior understanding and outstanding knowledge of things (Mishra and Spreitzer, 1998). This dimension is related to emotional reactions developed in an individual against the organization. This dimension includes strong emotional reactions such as disrespectfulness, distress, embarrassment, anger, and violence (Abraham, 2000).

Emotional cynicism can be referred to as negative emotions felt toward one's employer, for example, disdain, anger and even disgust for organization. Also, emotions like hopelessness, disillusionment also inform organizational cynicism (Andersson& Bateman, 1996; Reichers *et al.*, 1997). These negative emotions develop because of organisations failing to meet up with the expectations of workers (Dean *et al.*, 1998). However, these cynical emotions are not disclosed so as to not lose wages or statue easily (Pelit &Pelit, 2014). Workers may criticise the operational or strategic philosophy/culture of an organization by responding with behavioural organizational cynicism sometimes in the form of snippy words. This critical behaviour is performed by estimating the future of organization pessimistically (Dean *et al.*, 1998).

To illustrate, the worker in this position can behave cynically by expressing that any investment would be unsuccessful. The main reason a worker may behave like this is that he/she has a self-perception of superiority both in terms of knowledge and ability in relation to what their employing organization expects of them. In addition, wry smile or grin are other cynical non-vocal behaviours (Brandes and Das, 2006). The emotional dimension of organizational cynicism involves disrespect, anger, annoyance and embarrassment (Abraham, 2000). Cynical

individuals, for example, may feel anger and contempt for the organization or experience a sense of agitation, disgust and even embarrassment when they think about the organization. Hence, cynicism is related to all kinds of negative sentiments (Brandes, 1997; Dean et al., 1998).

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 is mostly determined by how well the organization meets employees expectations.

On the other hand, Maxwell and Steele (2003) believe that the organization is concerned with looking after employees' interests. It is clear, the higher the experience, the more positive the impact on the commitment. Furthermore, an individual's experience with their co-workers has an impact on the degree of their commitment to the organization (Maxwell and Steele, 2003). High level of organizational commitment provide a clear focus for the human resource manager on the grounds that commitment is in itself good and positive that should lead to a high 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) concluded that age is considerably more strongly related to attitudinal than behavioural commitment.

Organizational commitment is an important aspect in human resource management literature. It refers to the state in which employees sense loyalty to 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 a 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 instance, the fact that secondary schools and commercial banks are 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 the 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 effective 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). For instance, 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 to implement fair compensation procedures to foster higher affective commitment thus improve employees' 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 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 highly paid they get, 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 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, having value to the organization recognised and individual negative affectivity leading which is thought to lead to perception of 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 fulfill responsibilities, they might not be performing at their best.

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 on 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 Emotional 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 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 and it has referred 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 organizational commitment level of employee 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 object of interest. Philosophical change in administration policy from control to commitment in last 1980's and in the beginning of 1990's provides a basis to the foundation of the organizational commitment (nce and Gül, 2005). According to Guetzkov, who study on commitment notion firstly, commitment is a psychological situation which makes person ready

for a certain though, person or group, (Yazıcıo lu and Topalo lu, 2009) and which characterizes the organizational communication and which has effect on continuity of organizational membership (Meyer and Allen, 1997).

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

- H₀₁:** There is no significant relationship between emotional cynicism and affective commitment in selected food, beverage and tobacco companies in Port Harcourt.
- H₀₂:** There is no significant relationship between emotional cynicism and normative commitment in selected food, beverage and tobacco companies in Port Harcourt.
- H₀₃:** There is no significant relationship between emotional 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 the Spearman’s Rank Order Correlation Statistics.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

The Spearman Rank Order Correlation coefficient was calculated using the SPSS 21.0 version to establish the relationship between 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.

Table 1: Correlations Emotional Cynicism and Affective Commitment

| | | | Emotional | Affective |
|----------------|-----------|-------------------------|-----------|-----------|
| Spearman's rho | Emotional | Correlation Coefficient | 1.000 | -.559* |
| | | Sig. (2-tailed) | . | .030 |
| | | N | 270 | 270 |
| | Affective | Correlation Coefficient | -.559* | 1.000 |
| | | Sig. (2-tailed) | .030 | . |
| | | N | 270 | 270 |

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

Source: Research Data, 2019

Ho₁: There is no significant relationship between emotional cynicism and affective commitment in the food, beverage and tobacco companies in Port Harcourt.

The above table shows a negative and significant relationship between emotional cynicism and affective commitment with a rho value of -0.559. This indicates that there is a 55.9% explanation of the relationship between both variables, while 44.1% are explained by other variables not considered in this relationship. However, this statement is true as the level of significance of 0.030 is less than 0.05, therefore, the null hypothesis is rejected, and its alternative form accepted. This states that there is significant relationship between emotional cynicism and affective commitment in the food, beverage and tobacco companies in Port Harcourt.

Table 2: correlation for Emotional Cynicism and Normative Commitment

| | | | Emotional | Normative |
|----------------|-----------|-------------------------|-----------|-----------|
| Spearman's rho | Emotional | Correlation Coefficient | 1.000 | -.603* |
| | | Sig. (2-tailed) | . | .017 |
| | | N | 270 | 270 |
| | Normative | Correlation Coefficient | -.603* | 1.000 |
| | | Sig. (2-tailed) | .017 | . |
| | | N | 270 | 270 |

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

Source: Research Data, 2019

Ho₂: There is no significant relationship between emotional cynicism and normative commitment in the food, beverage and tobacco companies in Port Harcourt.

The above table shows a negative and significant relationship between emotional cynicism and normative commitment with a rho value of -0.603. This indicates that there is a 60.3% explanation of the relationship between both variables, while 39.7% are explained by other variables not considered in this relationship. However, this statement is true as the level of significance of 0.017 is less than 0.05, therefore, the null hypothesis is rejected, and its alternative form accepted. This states that there is significant relationship between emotional cynicism and normative commitment in the food, beverage and tobacco companies in Port Harcourt.

Table 3: correlation for Emotional Cynicism and Continuance Commitment

| | | | Emotional | Continuance |
|----------------|-------------|-------------------------|-----------|-------------|
| Spearman's rho | Emotional | Correlation Coefficient | 1.000 | -.649** |
| | | Sig. (2-tailed) | . | .009 |
| | | N | 270 | 270 |
| | Continuance | Correlation Coefficient | -.649** | 1.000 |
| | | Sig. (2-tailed) | .009 | . |
| | | N | 270 | 270 |

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

Source: Research Data, 2019

Ho₃: There is no significant relationship between emotional cynicism and continuance commitment in the food, beverage and tobacco companies in Port Harcourt.

The above table shows a negative and significant relationship between emotional cynicism and continuance commitment with a rho value of -0.649. This indicates that there is a 64.9% explanation of the relationship between both variables, while 35.1% are explained by other variables not considered in this relationship. However, this statement is true as the level of

significance of 0.009 is less than 0.05, therefore, the null hypothesis is rejected, and its alternative form accepted. This states that there is a significant relationship between emotional cynicism and continuance commitment in the food, beverage and tobacco companies in Port Harcourt.

DISCUSSION OF FINDINGS

Association between Emotional Cynicism and Affective Commitment

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

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 *et al.* (2007) concluded that employees with organizational cynicism have a decrease in organizational commitment, motivation and job satisfaction. Rubin *et al.* (2009) found 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 and it has referred that sometimes cynicism may have a positive impact on the organizations. Furthermore, he noted that cynical workers find it difficult to be compatible with the activities of the organization. Compatibility has been defined in the recent literature as the 'stick-togetherness' of the group (Guzzo & Dickson, 1996; Salisbury, Parent, & Chin, 2008).

Association between Emotional Cynicism and Normative Commitment

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

A reliable organization gives workers a sense of belonging and control over their work. Control problems occur when employees do not have enough discretion over their work or when they are unable to shape their environment according to their values (Leiter & Maslach, 2004). Control may enhance the alignment of various parties' interests by compensating for negative behavioural expectations (Pinar, Selin & Ozge, 2016). In this regard, control is considered to be an important element in building commitment (Vosselman, & Van der Meer-Kooistra, 2009). Normative commitment 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 on the job and stay with the organization to 'repay the debt.' It also reflects 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).

Association between Emotional Cynicism and Continuance Commitment

There is a negative and significant relationship between emotional 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 (Allen and Meyer, 1990).

CONCLUSION AND RECOMMENDATIONS

This study presented three conclusions depicting each of the research questions that were conceptualized and obtained from the main purpose of the study. Below are the various conclusions reached from the findings of the study;

- i. Emotional cynicism in food, beverage and tobacco companies in Port Harcourt has a negative and significant influence on affective commitment.
- ii. Emotional cynicism contributes negatively and significantly to normative commitment in the food, beverage and tobacco companies in Port Harcourt.
- iii. Emotional 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:

- i. Organizations' should adopt every possible strategy to keep affectively committed workers so as to avoid emotional cynicism.
- ii. Organizations should develop an enabling platform for all workers as a means of support for mutual benefit in order to create a sense of normative commitment in the mind of the employees thereby helping them surpass emotional cynicism.
- iii. Cynicism avoidance strategies should be integral to the organizational fabric so as to attain great heights in terms of workforce continuance commitment.
- iv. Food, beverage and tobacco companies in Port Harcourt, Nigeria should adopt organizational cynicism avoidance mechanisms as this will increase employees' commitment.

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