The Relationship between Organizational Cynicism and Innovative Behaviors of Sport and Youth Offices in Hamedan Province

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Abstract

The aim of this study was to investigate the relationship between organizational cynicism and innovative behaviors of Sport and Youth offices in Hamedan province. This study is an applied research for the study population and descriptive correlational research in terms of method of coorelative type which tended to evaluate the correlation between the two variables. The population under study included all the personnel of Sport and Youth offices in Hamadan province in 2015 with 140 people working in this organization.

The samples were selected using Morgan table at 103. Instrument - of measuring organizational cynicism was the 12-item questionnaire of Dean (2008) and measuring instrument of innovative behaviors was the 8 item questionnaire of Kanter (1988). The reliability of the questionnaire of organizational cynicism and innovative practices using Cronbach's alpha coefficient was 0.92 and 0.88, respectively. The results of multivariate regression showed that there is a significant relationship between organizational cynicism and innovative behavior.

The dimensions of organizational cynicism including destructive beliefs, negative emotions and degrading and malicious behaviors were reducing employees' innovative behavior and had the ability to predict innovative behaviors among which humiliation, degradation and malicious components had the greatest impact on innovative behavior.

Keywords: Organizational cynicism, destructive beliefs, negative feelings, humiliation, degradation behavior, innovative behavior

Introduction

Reality shows that with the passage of time and the complexity of the workplace, the need to address newer issues in the field of organizational studies that affect the performance of staff, is increasing daily. Successful organizations have achieved this important issue and instead of placing an emphasis on quantitative targets, have focus on capacity building and human resources at all levels. To reach that lofty goal, considering the many factors influencing the attitude of the staff and their consequences is essential. organizational cynicism as the new concept of Employer and laborer relations – and also one of the most important attitudes of staff, has been considered by many researchers (Haghighi Kafash, Mazloumi, Mirza Mohammadi, 2011).

Understanding the causes and consequences of organizational cynicism can help managers control or reduce the negative impact of this concept because skeptic individual about the organization has destructive beliefs and negative emotions seeks to have degradation behaviors to the organization. For example, the difference in power, quality of relationships and understanding of human resource systems can affect the amount of organizational cynicism. Finding what variables are associated with organizational cynicism can help managers in decision-making.

Research shows that pessimistic employees have low productivity. They have less job satisfaction and organizational commitment .They are less likely to participate in organizational change(Fazel, kamalian, Kamalian, Fazel., 2011). And they are less morale and less creative and less seeking for innovative behavior and the creation of innovative ideas and practices that promote innovative behavior. Innovative practices play an important role in the organization and the cause the organization always to move forward.

Organizational cynicism leads to important consequences. Many studies have shown the negative relationship between organizational cynicism and organizational commitment and job satisfaction. The result may be that the motivation level and innovative practices are reduced in the staff (Brown and Craigan, 2008). Also, when employees understand that they are not treated well and are not supported by the organization, they are more likely to have beliefs and negative emotions that are the antithesis of innovation and creativity, to organizations (Hassanpour, Nouril, Kiai, 2009).

In this regard, the results of Tan and Tan (2000), Chandler, Claire and Leon (2000), Kubzansky (2004), Brown and Craigan (2008), Nair and Kamalanabhan (2010), Sabahatyn (2014),Haghighi Kafash et al (2011), Zare et al. (2013) and Darjoush (2013) showed that organizational cynicism can have negative effects on performance and productivity of employees as employees with high pessimism had low attitude to organizational goals and so little confidence in the creativity and innovative behavior.

The main problem caused the researchers to examine this issue is to pay attention to the important role of sport and youth offices and crucial task to have in promotion of sports and youth affairs in the society. We can say that attention to the different aspects affecting staff innovative practices that lead to better outcomes and performance of sports and youth organizations, is of utmost importance. The most important of these dimensions can be optimistic and pessimistic attitude to the organization by employees. The employees who have strong spirit and full motivation to work and provide new ideas with optimism to their work environment, have their performance promoted.

Conversely, employees who work with the pessimism, of course, lose effectiveness leading to adverse consequences for the organization and consequently the target population that is young athlete. Above all, according to the above description in the context of organizational cynicism and innovative behavior, the question arises whether the organizational cynicism has a significant relationship with innovative behaviors of staffs in Sport and youth offices in Hamedan province.

Method

This study was an applied research for the study population, and a descriptive correlational research in terms of method that explores the correlation between two variables. The population included all employees of Sport and Youth offices that are working in the organization in 2015. The total number of employees was 140 persons. The estimated sample size of the population using Morgan table and methods of sampling was selected to 103.

In this study, the organizational cynicism and innovative behavior questionnaires were used:

A) organizational cynicism questionnaire

Measuring - instrument of variable of organizational cynicism was Dean`s questionnaire of 12 items (2008) . The questionnaire was designed and built for measuring organizational cynicism in three dimensions of destructive beliefs, negative feelings, humiliation, degradation and malicious behaviors. The five-point response scale (strongly disagree = 1 to strongly agree = 5) was used. Coefficient of Chronbach alpha in the study of Dean (2008) was reported to be.0.77/0 to 0.82.

B) innovative behaviors questionnaire

The 8 -item questionnaire was used to measure innovative behaviors made by Canter (1998) The questionnaire was modified and completed by Scott and Bruce in 1994. The reliability of the questionnaire, using Cronbach's alpha was reported to be 90%   (Kanter, 1998). It is worth mentioning questionnaire was scored based on five-item Likert scale which contained 8 questions. Reliability of the questionnaire using Cronbach's alpha coefficient after 25 questionnaire were distributed among the population for pessimism innovative organization and behavior were calculated 0.92 and 0.88, respectively.

Findings

The main hypothesis of research

There is a significant relationship between organizational cynicism and innovative behaviors of Sport and Youth offices in Hamedan province. To investigate the main hypothesis of the study, parametric Pearson correlation test was used.

Table 1. The relationship between the two variables in the main hypothesis

Correlation	The level of significance
-0.764	0.001

The significant level of Pearson is smaller than 0.01 which shows that there is a significant correlation between the two variables. The negative correlation coefficient indicates that the decreased level of organizational cynicism among employees increased their innovative behaviors, so we can say that the organizational cynicism has a significant relationship with innovative behaviors of Sport and youth offices in Hamedan province. The main research hypothesis is confirmed and null hypothesis is rejected.

First sub-hypothesis research

there is a significant relationship between destructive beliefs and behaviors innovative in sports and youth workers in Hamedan province. To evaluate the first side hypothesis of parametric Pearson correlation test was used.

Table 2. The relationship between two variables in first side hypothesis of research

Correlation	The level of significance
-0.743	0.001

The significant level of Pearson is smaller than 0.01 which shows that there is a significant correlation between the two variables. The negative correlation coefficient indicates that the reduced destructive beliefs among staff increases the level of their innovative behavior, so we can say that there is a significant and reverse relationship between destructive behaviors of staff innovative in sport and youth offices in Hamedan province, so the null hypothesis is rejected and the first sub-hypothesis of research is confirmed.

Second sub-hypothesis of research

there is a significant relationship between negative emotions with innovative behaviors of employees in Sport and Youth offices in Hamedan province. To evaluate the secound sub – hypothesis, parametric Pearson correlation test was used.

Table 3. The relationship between two variables in the second sub-hupothesis

Correlation	The level of significance
-0.725	0.001

The significant level of Pearson is smaller than0. 01 which shows that there is a significant correlation between the two variables. The negative correlation coefficient indicates that the reduced negative feelings among staff increases the level of their innovative behavior, so we can say that there is a significant relationship between negative emotions and innovative behaviors of employees in Sport and youth offices in Hamedan province. The second sub-hypothesis is confirmed and the null hypothesis research is rejected.

Third sub-hypothesis of research

There is a significant relationship between degrading and malicious behavior and innovative behaviors of employees in Sport and Youth offices in Hamedan province. To evaluate the third sub hypothesis, parametric Pearson correlation test was used.

Table 4. Relationship between two variables in the third sub-study

Correlation	The level of significance
-0.75	0.001

The significant level of Pearson is smaller than 0.01 which shows that there is a significant correlation between the two variables. The negative correlation coefficient indicates that the reduced degrading and malicious behavior among staff by increases the level of innovative behavior. It could be noted that there is an inverse correlation between the degrading and malicious behavior and innovative behaviors of employees in Sport and youth offices in Hamedan province. The research third sub hypothesis is confirmed and the null hypothesis is rejected.

Fourth hypothesis of research

Dimensions of organizational cynicism are good predictor for innovative behaviors of employees of Sport and Youth offices in Hamedan province.

To evaluate the hypothesis, regression analysis in enter case was used. For this test, default correlations between variables, explaining the model, independence of errors and linear relationship were established.

Table 5. Regression coefficients

	Beta	t	The level of significance
P value		1.565	0.001
destructive beliefs	-0.271	-1.254	0.001
negative emotions	-0.141	-0.762	0.004
degrading and malicious behaviors	-0.361	-1.483	0.001

From the above table, we come to the conclusion that the dimensions of organizational cynicism can predict employees` innovative behaviors. From the beta coefficient on the variable of degrading and malicious behaviors, it can be concluded that the degrading and malicious behaviors have a greater impact than the other dimensions of innovative behavior of the employees. So we can say that dimensions of organizational cynicism are a good predictor for innovative behaviors of employees in Sport and youth offices in Hamedan province. So, the fourth hypothesis is confirmed and the null hypothesis is rejected.

Conclusion

According to the main hypothesis of this study to examine the relationship between organizational cynicism and innovative behaviors of employees in Sport and Youth offices of Hamedan province, we can say that there is a significant relationship between organizational

cynicism and innovative practices . In fact by reducing the level of organizational cynicism in employees in youth and Sports with offices in the province, their innovative behaviors increases. In this regard, the results of study by Hassanpour et al. (2009), Fazel. et al (2011), Haghighi et al (2011), Darjoush (2013), Tan and Tan (2000), Kubzansky (2004), Brown and Craigan (2008) and Callaghan and Aksu (2010) are in line with the findings of this research.

Because they concluded in their study that the organization cynicism can affect the level of performance, confidence, creativity, innovative behavior and performance of employees, resulting in lower levels of employee commitment to the organization. Therefore, in the comparison of results of the main hypothesis of study with results of previous research, it can be concluded that organizational cynicism will be able to affect innovative ideas such innovative practices, enthusiasm of staff to new ideas to solve organizational problems, exchange creative ideas among staffs, the staffs effort to make.

Funding and resources in order to realize their innovative ideas and beliefs and innovative practices, including the use of goals and plans to implement innovative ideas among employees, creative and innovative solutions in doing things, interest in creativity in everyday tasks, taking advantage of the facilities in order to foster and promote innovative work. The person who is pessimistic and distrust towards their organization, never steps towards creativity and innovation. For such an individual the negative vision and belief as well as negative feelings toward the organization, are to degrading and malicious behavior .

According to the first sub-hypothesis of research that examines the link between destructive beliefs and innovative behaviors of employees in Sport and Youth offices of Hamedan province, we can say that there is a a significant relationship between destructive behaviors and innovative behaviors of employees.

In fact, by reducing the level of harmful beliefs among the employees in sport and youth offices, their innovative behaviors increase. In this regard, the results of Banihashemian et al.(2009), Malakpour and Banihashemian (2010), Haghighi Kafash et al (2011), Darjoush (2013), Chandler (2000), Kabzansky (2004), Brown and Craigan (2008) and Sabahatyn (2014) are in line with the findings of this research. Because they concluded in their study that destructive beliefs in the workplace can reduce the level of confidence resulting in lower performance and creativity in their work.

Therefore, in the comparison of the result of the first hypothesis with the results of previous research, it can be concluded that destructive beliefs, including the belief that truejustice is not applied in the organization, unethical behavior is dominant in the organization, and there is lack of integrity in relationships between staff, with lack of intimacy in work relationship can gradually lead employee behaviors to a lack of creativity and innovation. Such devastating beliefs can, in addition to affecting persons` mood and turn them away from creativity, make performance to be reduced. With regard to the second sub-hypothesis of the research that examines the relationship between negative emotions and innovative behaviors of employees in Sport and Youth offices of Hamedan province, we can say that there is a significant relationship between negative emotions and innovative behavior. In fact, by reducing the level of negative emotions among the employees in sport and youth offices, their innovative behaviors increases. In this regard, the results of Banihashemian et al. (2009), Malakpour and Banihashemian (2010), Fazel et al. (2011), Haghighi Kafash et al. (2011), Zolansky et al. (2004), Nair and Kamalanabhan (2010) and Callaghan and Aksu (2010) are in line with the findings of this research because they concluded in their study that negative emotions can reduce the level of trust and faith in the working environment resulting in lower performance

and creativity in their work. Therefore, in the comparison result of the second sub-hypothesis with those of previousresearch, it can be concluded that negative emotions such as lack of activity in the field of improvement of employment, lack of access to his own desires in the organization, lack of success in the future, failure to achieve high levels of employment can gradually lead employee behaviors to a lack of creativity and innovation. because negative emotions can in addition to reducing the motivation for creativity in organizations, bring unpleasant feelings toward the organization so that they make even the cynical person transfer it to other members of the organization, resulting in a lack of performance. Negative emotions are a major obstacle to achieve innovative ideas and practices by employees and make the motivation for the development of new and innovative ideas be reduced. According to the third sub-hypothesis of research that examines the relationship between degrading and malicious behavior and employees' innovative behavior in employees in Sport and Youth offices of Hamedan province, we can say that there is a significant relationship between the degrading and malicious behavior with the behavior ofinnovative. In fact by reducing the level of degrading and malicious behavior at the offices of youth and Sports Hamadan province, the employees` innovative behaviors increase. In this regard, the results of Banyhashemyan et al. (2009), Malakpour and Banyhashemyan (2010), Haghighi kafash et al. (2011), Darjoush (2013), Tan and Tan (2000), Chandler (2000), Brown and CraigAN (2008) and Nair and Kamalanabhan (2010) are in line with the findings of this research because they concluded in their study that degrading and malicious behaviors in the workplace can reduce the level of trust and beliefs and thus lower performance and creativity in their work. Degrading and malicious behavior such as pessimistic about the future of the organization, having a sense of inferiority in the organization, lack of hope to success in work, belief to face malicious tasks assigned to the staff can reduce innovative practices for staff. A person who believes that organization constantly humiliates him and has cynical and negative view to him, enjoys lower level of trust and commitment resulting a reduction in yield and creativity in the emploBecause the belief in such demoting behaviors causes the individual to feel neglected in institutions, while an important factor in the implementation of innovative and creative practices is participation in the working groups because a part of creativity and innovation and innovative behavior will be formed with the help of others. According to the fourth sub-hypothesis research that examines the   prediction of innovative behaviors in employees in the sports and youth offices   in Hamedan province bythe dimensions of organizational cynicism, we can say that all aspects of organizational cynicism, such as destructive beliefs, negative emotions, and degrading behaviors can predict innovative behavior. In fact, the dimensions of organizational cynicism have a negative impact on employees' innovative behavior. In the meantime, the humiliating behavior and malicious and destructive beliefs and negative emotions can ultimately reduce the innovative behavior. In fact, innovative behaviors are mostly influenced by humiliating behavior and malicious employees and least influenced by negative emotions. In this regard, the results of Hassanpour et al (2009), Malakpour and Banyhashemyan (2010), Fazel et al. (2011), Haghighi Kafash et al (2011), Zare et al (2013), Tan and Tan (2000), Zolansky et al.(2004), Nair and Kamalanabhn (2010), Callaghan and Aksu (2010) and Sabahatyn (2014) are in line with the findings of this research. Because they concluded in their study that the dimensions of organizational cynicism can affect innovative behavior and creativity among employees. Therefore, in the comparison of the result of the fourth sub-hypothesis with the results of previous research, it can be concluded that innovative behavior is dominated by the dimensions of organizational cynicism. The person who has wrong belief in relation to their working environment as well as destructive and negative and pessimistic sentiment to the

organization, believing that the organization has toward him degrading and malicious behavior, ca n not have the behavior motivation for including creative innovative innovative practices and therefore his performance is impaired, resulting in a reduction in individual and organizational effectiveness.

Conflict of Interest

The authors have not declared any conflicts of interest.

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