Mediating Role of Organizational Cynicism in Relationship between Role Stressors and Turnover Intention: Evidence from Healthcare Sector of Pakistan

Tahira Nazir[1,2]*, Ungku Norulkamar Bt. Ungku Ahmad[3], Samina Nawab[4], Syed Fida Hussain Shah[5]

[1]Faculty of Management, Universiti Teknologi Malaysia, 81310 UTM Johor Bahru, Johor, Malaysia, [2]Department of Management Sciences, COMSATS Institute of Information Technology, Wah Cantt, Pakistan, [3]Faculty of Management, Universiti Teknologi Malaysia, 81310 UTM Johor Bahru, Johor, Malaysia, [4]Department of Management Sciences, COMSATS Institute of Information Technology, Wah Cantt, Pakistan, [5]Department of Management Sciences, COMSATS Institute of Information Technology, Abbottabad campus, Pakistan. *Email: tahiraasifpk@hotmail.com

ABSTRACT

The study determines the consequent implications of role stressors over the turnover intentions of nurses in the subjected healthcare systems, while considering organizational cynicism as a mediator. The extant survey-based study was carried out based on path analysis, considered to validate a hypothetical causal model concluded upon the variables mentioned prior. Validity, of which was substantiated through the information accrued from 395 registered nurses of Rawalpindi and Islamabad; the twin cities of Pakistan. The study advocates of the directly proportionate relationship between the mentioned predicators and the resultant variable, in a significant manner, and too proposes the partially mediatory effect of organizational cynicism, when taken into consideration. Moreover, in particular what adds up to the distinctiveness of the present manuscript is the meagre amount of research carried out on uncivil practices and cynicism observed in nursing, which itself is one of the most overlooked professions in the developing country; Pakistan. The study in suggestive manner opts for inducing healthy work practices to ensure safer work environment for nurses to remain employed under, for longer tenures.

Keywords: Organizational Cynicism, Role Stressors, Turnover Intention, Healthcare Services, Registered Nurses
JEL Classifications: I000, I120, I310

1. INTRODUCTION

The term "cynicism" comes from the Greek word "Kyon," meaning "dog," or most probably from "Cynosarges," an institute of cynics just outside Athens (Fuller, 1931; More, 1924). Thus, the "Kyon" symbolizes the attitude of cynical people, who prefer a natural life, avoid social conformity, and ramble around, paying no attention to their clothing, regardless of others' apparent obsession with so-called civilization.

The misfortunate of the term "cynicism" inspired numerous researchers to empirically explore the very origins of cynicism. Keeping in mind the original Ancient Greek concept, cynicism is presented as a mentality embodied by suspicion, scorn, skepticism, disbelief, jadedness, disappointment and disillusionment (Andersson, 1996; Eaton, 2000; Mantler, Godin, Cameron, and Horsburgh, 2013). In particular, (James, 2005) has defined the concept of organizational cynicism as "a type of cynicism associated with attitudes against the employing organization which the individual perceives with negative beliefs, feelings and reacts accordingly; organizational cynicism is the response to the past personal and social experiences which are likely to change as a result of environmental factors." Similarly, various other researchers also confirmed the bitter effects cynicism has on the time, efforts, and persistence of the employees they desire to put into the work which can directly improve the organization (Johnson and O'Leary-Kelly, 2003; Luksyte, Spitzmueller, and Maynard, 2011; Neves, 2012).

On the other hand, role stressors have long been delineated under works concerning stress, as (Cox and Ferguson, 1991) discussed that the numerous responsibilities of an individual in any situation, taking into account emotional, physical, and environmental factors, could give rise to stress. In general, role stressors originate from various sources, such as role conflict, role ambiguity, work-family conflict, work relationships, task condition, structure, climate of the organization etc. (Sauter et al., 1999). The present study will discuss four stressors in particular-role conflict, role ambiguity, task conflict and work-family conflict. The conceptualization of role stressors leads to a negative impact on employees, which projects further in forms of turnover intention (Arshadi and Damiri, 2013; Fong and Mahfar, 2013; Janssen et al., 1999).

Finally, turnover intention has been a critical issue for organizations and has become a fundamental dilemma for management today (Chen et al., 2011). Turnover is defined as "individual movement across the membership boundary of an organization" (Price, 2001; Thwala et al., 2014). According to (Mobley, 1977), the turnover process initiates when people begin critically examining their jobs and working conditions. On the other hand, in the healthcare sector, turnover by nurses is widely considered as either leaving the profession completely or relocating from one health organization to the other (Seccombe and Smith, 1998; Sochalski, 2002). A negative evaluation of the nurse's work environment can lead them to feel angry about their occupation and evoke turnover intentions (Bushra, 2012). According to a study conducted by (Van Bogaert et al. 2010), approximately 13% of newly licensed registered nurses left their jobs within one year of joining while about 37% contemplate quitting and changing their jobs.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1. Relationship of Role Stressors and Organizational Cynicism

Earliest researchers were in opinion that role stressors generate stress in employees because of the organizational unmet demand or expectations which is most often transmit prolonged pressure to the workers and eventually engender symptoms of ill health (Kahn et al., 1964). Consequently, in return of that persistent extraordinary stress, influence in withdrawal and thoughtless attitude and outcrop of emotional exhaustion i.e., cynicism (Farber and Ascher, 1991). Whereas, Suoqiao (2007) found positive relation between stress and cynicism, particularly looking at cynicism in service professions. Moreover, she repeated that service professions are disposed to stress and cynicism just because of the reason that workers have to face "stressful interactions." In return, such kind of stressful interactions with patients coerced nursing staff to exhibit Cynical attitude. In the same vein (Kozier et al., 1997) warned of higher magnitudes of role stress which could encompass in terms of burnout or of its dimension cynicism (Blais, 2015) also squabbled upon fairly on the development of positive association of role stress in the nursing profession linking with cynicism. Based on efforts like these the following hypothesis seems worthy to be examined.

This idea further requires the investigation about role stressors and cynicism i.e.,

H1: Role stressors will positively and significantly correlate with organizational cynicism.

2.2. Relationship of Role Stressors and Turnover Intention

Plethora of literature and theories of role stressors designated that ambiguous or incompatible role stresses induce role burden which in return cultivates the turnover intention and quitting of job (Fisher and Gitelson, 1983; Jackson and Schuler, 1985; Kahn et al., 1964; Lyons, 1971; Netemeyer et al. 1990). Similarly, (Ferris and Rowland, 1996) deemed as the best indicator of turnover intention and withdrawal cognition is the role stressors. A recent study conducted on furniture manufacturing company in the state Selangor of Malaysia, and results revealed that role stressors have a positive relation with turnover intention (Fong and Mahfar, 2013).

By the same token, another study of Iranian National Drilling Company revealed the same results. Data were collected from 286 employees who were selected by simple random sampling procedure and a positive relationship was found between turnover intentions and role stressors (Arshadi and Damiri, 2013). The study of (Lou et al., 2007) supplemented a support to the notion that role stress could lead employees to leave their organization by conducting a research on Taiwan's male nurse. Therefore, based on the above discussion following hypothesis is proposed i.e.,

H2: Roll stressors will positively and significantly correlate with turnover intention amongst nurses in Pakistan.

H3: Roll stressors will positively and significantly correlate with turnover intention.

2.3. Mediating Relationship of Organizational Cynicism between Role Stressors and Turnover Intention

Role stressors are generally associated with stress or strain. Role ambiguity, role overload and role conflict hovered an individual's propensity in order to fulfill his assigned tasks. As task accomplishment enhance workers sense of wellness, while failure leads to the sense of stress. Consequently, workers may cultivate irritating and cynical response to combat with strain. With the passage of time, such individuals may generalize that adverse feelings towards their jobs, their counterparts and their institutions that can lead to cynical attitude (Cordes and Dougherty, 1993).

Lee and Ashforth (1993) were in view that cynicism is a kind of dysfunctional mode of coping with stress and most often individuals develop emotional detachment from work. So researchers inveterate the relationship of cynicism and role stressors (Suoqiao, 2007). Employees having high inclination towards cynicism lean to avoid voluntary participation in organizational activities as well interpersonal relationship. Prolonged and severe stress may develop emotional callousness and cynicism towards

work activities, peers, clients and the workplace as a whole, and in reaction, might endure negative ramifications, like turnover intention (Cordes and Dougherty, 1993). The relationship among role stressors, cynicism and turnover intentions is augmented by the above mentioned assumptions and facts. Therefore, we can hypothesize that:

H4: Role stressors create negative attitudes in individuals which generate cynicism leading them to the turnover intentions.

3. THEORATICAL FRAMEWORK ANDMETHODOLOGY

Theoretical frame work identifies the variables presented in the model i.e., role stressors as independent variable, organizational cynicism as mediator and turnover intention as dependent variable. Figure 1 shows the research framework of the study.

3.1. Methodology

In extant research data was taken from health care employees i.e., registered nurses through self-administered questionnaire. In order to get the accuracy of results, questionnaires were distributed to Nurses of various hospitals. Out of 350 questionnaires 273 were received completed and in this way response rate was 78% altogether. Survey method was employed in the form of closed ended questions in order to obtain collection of data. Survey was comprised of (53) items to gather responses from registered nurses. Whereas, five point, "Likert Scale" was used in order to measure the responses of registered nurses. As the target population of the extant study was health care employees of Pakistan so for this purpose twin cities of Rawalpindi and Islamabad were chosen. The participants were only female registered nurses.

3.2. Measures/Instruments

The standardized instruments were utilized to measure the variables in this research. The entire items were measured on a 5-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree). These objects were chosen from the scales developed by well-known scholars. Role stressors i.e., role ambiguity, role overload, role conflict and work family conflict were measured by different renowned scholars. For role ambiguity, six item scale (Rizzo et al., 1970) was adapted, whereas eight item scale was adapted for role conflict which was originated by Rizzo et al. (1970). (O'Reilly, 1982) established a 13 items scale in order to gauge the propensity of the respondents towards role overload and testified its reliability as 0.84. The same scale is used in the extant study. For example "I have things to do which I don't really have the time and energy for" and "there are too many demands on my time."

Figure 1: Research framework.
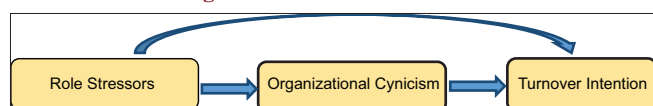
Source: Self extract.

Organizational cynicism was measured by the eminent researchers (Dean et al., 1998) by using thirteen items scale to measure the construct "organizational cynicism" with the factor loading ranging between 0.72 and 0.86. The same thirteen items scale is used in the present study. A sample item included "When I think about my organization, I experience irritation."

Organizational cynicism was measured with ten items from (Brandes et al., 1999), (e.g., "I believe that my organization says one thing and does another"). The internal consistency (Cronbach's Alpha) for the scale in used to analyze the collected data. The correlation analysis and (Baron and Kenny, 1986) three step mediation and moderation techniques were used to analyze the results.

3.2.1. Role ambiguity
In order to measure role ambiguity a six items scale was adapted. By using the same scale it was noted (Rizzo et al., 1970) the loading between 0.71 and 0.95. The same six items scale is used in the present study. A sample item included "I know what my responsibilities are."

3.2.2. Role conflict
In order to measure role conflict an eight items scale was adapted (Fields, 2002). Same scale was used (Rizzo et al., 1970) and reported its loading ranging between 0.71 and 0.87. The same eight items scale (Fields, 2002) is used in the present study. A sample item included "I have to do things that should be done differently."

3.2.3. Role overload
O'Reilly (1982) developed a thirteen items scale to measure role overload among employees and reported its reliability as 0.84. The same scale is used in the present study. Some of the sample items included "I have things to do which I don't really have the time and energy for" and "There are too many demands on my time."

3.2.4. Work family conflict
Netemeyer et al., (1996) developed a nine items scale to measure work family conflict among employees and reported its reliability as 0.76. The same scale is used in the present study. Some of the sample items included "As I have many tasks and responsibilities at work, I cannot spend time with my family" and "Physical and mental fatigue at work makes my responsibilities at home difficult."

3.2.5. Organizational cynicism
Dean et al., (1998) used a thirteen items scale to measure the construct "organizational cynicism" with the factor loading ranging between 0.72 and 0.86. The same thirteen items scale is used in the present study. A sample item included "When I think about my organization, I experience irritation."

3.2.6. Turnover intention
Wayne et al. (1997) measured employees' turnover intention by using a three items scale and reported its reliability as 0.88. Islam (2014) using the same scale noted its alpha value as 0.84. AQ1 The same three items scale is used in the present study. A sample

item included "as soon as I can find a better job, I'll leave the organization."

4. RESULTS AND DISCUSSION

Table 1 displays the frequency of different responses to questions posed to the nurses. In total, 273 nurses were questioned which is represented by the far-right column for every category. The nurses were asked about their age, tenure, sector, and employment status.

Table 2 of the descriptive statistics that shows the mean and standard deviation. The Standard deviation of turnover intention is higher as compared to organizational cynicism and role stressors. the turnover deviation higher from organizational cynicism and role stressors shows that turnover intentions has greater variability that depicts the turnover intention as guided by other factors also other than organizational cynicism and role stressors.

The Cronbach's Alpha shows the reliability statistics in Table 3 that depicts more than 80% of the reliability showing the responses of the reliability of all three variables.

Table 3 identifies the values regarding Cronbach's alpha and correlation among the observed variables. The values of

Table 1: Demographical characteristics

Variables	n (%)	Total
Age		273
20-30	122 (44.7)	
30-40	116 (42.5)	
40-50	30 (11)	
50+	5 (1.8)	
Tenure (years)		
<1	45 (16.5)	273
1-2	59 (21.6)	
2-5	88 (32.2)	
5-10	53 (19.4)	
10+	28 (10.3)	
Sector		
Public	122 (44.7)	273
Private	141 (51.6)	
Partially public	10 (3.7)	
ES		
Permanent	130 (47.6)	273
Contractual	143 (52.4)	

Table 2: Descriptive statistics

Variables	Mean	Standard deviation
Organizational cynicism	3.27	0.71
Turnover intention	3.13	0.97
Role stressors	3.72	0.58

Table 3: Correlation and Cronbach's α

Variables	1	2	3
Organizational Cynicism	(0.87)		
Turnover Intention	0.321**	(0.91)	
Role Stressors	0.336**	0.396**	(0.88)

Note: **Level of significant at P<0.01

Cronbach's alpha are well above the standard value of 0.70. On the other side, organizational cynicism was found to have positive and significant association with both turnover intention (b = 0.321, P < 0.01) and role stressors (b = 0.336, P < 0.01). Moreover, turnover was found to have positive and significant association with role stressors (P = 0.396, P < 0.01).

5. DISCUSSION AND SUGGESTIONS

The extant study aims to investigate the mediating part of cynicism on the relationship between role stressors and turn over intention. Furthermore, metamorphoses of role stressors, cynicism and turnover intention were also taken in consideration according to the demographic variables. It was found that there was significant and positive relationship between organizational cynicism, turn over intention and role stressors. Likewise, upshots of the extant manuscript validate that cynicism has a strong positive effect on turnover intention. It could be deduced that the propensity of the nurses towards turnover intention upsurges as cynicism increases. By the same token, it has been found that there is strong positive association between role stressors and cynicism, which ultimately shows that as the role stressors increase in registered nurses, cynicism also upsurges. In the extant study, it is revealed that cynicism is a partial mediator in the relationship between role stressors and turn over intention. It is evident that role stressors and cynicism influence the nurses to ruminate of quitting their job and pursuing other better options if available. If organizations yearn to minimize the threat of turnover intention, they ought to overcome role stressors and cynicism in work settings and stage a soothing environment for nurses where they could treat their patients effectively. It has been heeded that if the employees are given autonomy and psychological empowerment, they could excel in their domain. Besides, self-efficacious nurses are more prone towards the accomplishment of goals instead those who have low scores in self-efficacy. To this point, it could be suggested for future researchers to establish buffering role of self-efficacy in studying of nurses organizational or non-organizational role stressors. One of the most important limitation for the extant study was that the sample was taken from Pakistan's only one city i.e., Rawalpindi Pakistan, thus, perhaps not being able to provide enough variability. Moreover, nurses were taken as the product of stress, while it has been observed during the study that not only nurses but even doctors also feel stress while performing their job and low salary package. For future studies, other topics like psychological empowerment, autonomy, justice and rewards must be taken in to consideration by the researchers taking the sample from doctors also. Other than health sector, telecommunication sector is also susceptible towards cynical behavior. So, in preparing for future studies on cynicism, it could be anticipated that researcher should not only consider the given findings but also any relevant research on the said topic.

6. CONCLUSION

The extant study aims to examine the factors which could influence nurse's turnover intention through path analysis, pinpointing on

the mediating role of organizational cynicism. In order to analyze the role stressors, meditating effect of organizational cynicism on turnover intention Pearson's Correlation Coefficient descriptive statistics were used in SPSS and these variables were analyzed to compute standard deviation and mean of the variables in order to analyze the susceptibility of the respondents.To encapsulate, canvasser is turn up with the standpoint that role stress, cynicism and turnover could be minimized in registered nurses if they are given psychological empowerment and also need to observe role stress with buffering aspect of self- efficacy in nurses.

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