

A survey in antecedents of cynicism about change in a judicial organization

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Abstract: Cynicism about change is defined as pessimistic viewpoint about change efforts being successful because those responsible for making change are blamed for being unmotivated, incompetent, or both. It may be caused by, According to researchers, either personality traits or situational factors. Based on this assumption, we selected 132 employees from a judicial organization and gathered necessary data by five questionnaires. Structural equation modeling (SEM) results showed that participation in decision making, organizational justice (all positively), hostile personality and psychological contract violation (all negatively), have significant impact on cynicism about change and they aggregately can explain 41 percent of its variance.

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Introduction:

Dogmatism is the symbol of pessimistic and cynic viewpoint to human nature and it was mentioned in ancient Greece as narrow-mindedness.

In the past this term was used for those who were pessimist about activities and bake-door motivation and behaviors of other people, but now this omen phenomenon has entered to the field such as; business; military and judicial institutions and clinic centers.

Cynicism means haring no faith; bad sense, and showing behaviors in the way of having negative belief or negative sense.

On the one hand cynicism may relate to a person, an occupation; change programs, or society. On the other hand such cynicism may be considered as a personal trait or an out game of environmental situation. According to the two aforementioned Viewpoints, this research tries to; besides paying to personality and environmental factors; predict cynicism to changes in a judicial organization. Important factors which through theoretical literature were identified as motivator of cynicism are: aggressive personality, equality, breaking psychological norms and taking part in decision making.

The question is that weather effective factors in showing cynicism are effective in plan of organic change too?

The assumption is that the first variable has appositive effect and three other ones have negative effects on phenomenon of organic change.

However the structure of this paper is this way: First different definitions of cynicism are analyzed in the view of psychological contract; viewpoint and social motivation. Then after identifying and describing motivation of cynicism; hypotheses are resulted. Besides explaining characteristics of the sample and research method gathered data through the method of structural equation modeling are analyzed. And finally, after explaining result, research and practical suggestion and concepts are referred to.

2_theoretical literature of the research:

1-2- definition of cynicism:

Organization cynicism is a reflection of negative and distrustful view on official and organization [7]. While cynicisms are a new construct in organizational behavior, there are different ideas about its conceptualization and its measurement. Anderson defines cynicism as a general and an especial attitude that has unsuccessfulness, hopelessness, and disillusion's and also distrustfulness' to an individual, group, ideology, and social tradition are an institution as its traits [5]. General cynicism is indicative of a kind of permanent trait of character and a cynicism person can target his negative to everything. On the one hand, especial cynicism is a situation-based state. It means that an individual under some circumstances may be cynic to something or someone. Dean et al. define cynicism as a negative attitude to an organization [13]. And it has three aspects: 1) belief to the idea that an organization is void of trust worthy and trust fullness. 2) Negative sense about an organization and. 3) tendency

to humiliate and reproachful behaviors to an organization that certainly is in line with such beliefs and senses. And finally Eaton[15] through using the theory of attribution theory of motivations describes the way of occurrence of cynicism this way: when a negative event happens the persons attribution will be active about causative aspect of the negative event (locus of control, control ability and fixed procedure). Such attribution perception is cause stimulate states such as: angeriness, compassion, and hope. According to stimulated excitements, an individual decides to do normal and abnormal behaviors. If the person knows an organization guilty and considers it a cause of negative event, and also according to previous a negative events, he won't have hope to ameliorate the situation by hauteur then becomes cynic to the organization [15].

Among different approaches, cynicism to change nowadays allocates to itself most of the research process and it tries to theorize personnel's behavior dating enacting ameliorating programs and changes of situation in different fields of the organization. Wanous et al. along with introducing structure of cynicism to organizational change (CAOC) describes it this way: pessimistic viewpoint to success attempts to change because of no motivation or irresponsibility of executive officials or the both of them [35]. Stanly et al. Wanous et al [30]. about cynicism to an especial change and Daniels after rely on dean et all's conceptualization suggest a new definition: cynicism to an especial change is a negative view to an organizational change and has three aspects: reorganization aspect that indicates distantness to implied and explode reasons of manages to change excitement aspect that explains about cynic sense of failure of attempts to change and finally behavior aspect that describes irrelevant and contemptuous behaviors about an especial organizational change[25].

3-2 stimulation of cynicism to an organizational change:

One way to control and manage cynicism of employee in every organization is identification of factors with strengthen occurrence, augmentation, and development of cynicism in individuals. Connecting with the issue breaking psychological contracts [19, 14, 5] trust to manages and colleagues [33, 31, 30, 27, 25, 21], taking part in decision making [35, 26, 25, 11], organizational equality [38, 27, 8, 5], style of leadership [29, 38, 27, 26], negative character[26, 13 7, 5], and commitment[33, 8], are considered by researches as the most important stimulators of cynicism to organizational changes. As a theatrical share of this research there it could said that there is almost no research that considers the four variables at the same time. Based on this after an abridged explanation about the variables we'll clarify the relation

of every one of them with cynicism to organizational change and then hypotheses are rendered.

2-3-1- Aggressive and negative character:

There are two out maturing thought among researches and scholars the phenomenon a of cynicism: Synicism as a permanent trait of character and cynicism as an especial structure related to the society, occupation, institution and organizational change [13, 15, 1]. Contradictory to the situational cynicism that refer to especial object [19, 4], character cynicism is general and embraces everything [5]. Those who are cynic to all of the people consider other tricky and distrustful and convict everything to unsuccessful. Probably they are cynic about changes because they think that those who seek executing changes programs are after their personal benefit (not the other), and secondary, they have not responsibility to execute changes programs and in one word, no one is trustworthy. So, it is assumed that:

Hypothesis 1: negative temper has a positive effect on the sense of cynicism to organizational changes.

2-3-2- organizational equality:

The point that through which ways there be interacted with the staff in order that they feel equality is a subject that is proposed under the construct of organizational equality. According to generally accepted division organizational equality is divided into three categories: distributive, procedural, and interaction. Distributive equality refers to considering and taking into account equality and equity in distributing remunerations, resources and advantages. And finally, interaction equality emphases on having equal and respectful behaviors of the organization toward individuals. Researchers [eq. 38, 27, 8] have found a negative correlation between interaction equality and cynicism to organization change. If during execution of programs of organizational change by rational reason and respect personal be treated equally they feel interaction equality and cynicism to the factor of change and as a result [time] of the program of organizational changes will be reduced. But since interaction equality is determined by the manager such kind of equality is in connection with negative cognitive, sensitive and behavioral reaction of the manager of organizational change [12]. So it is assumed that:

Hypothesis 2: interaction equality has a negative effect on the sense of cynicism to organizational change.

In addition to the abovementioned hypothesis, researches show that when changes are executed after considering primitive precautions and according to formal standards and scales most probably (main

elements of procedural equality) will show creative reactions. On the other hand when leader's actions are not in accordance with equality principles there is a great probability of formation of destructive behavior and views (cynic reaction) [22]. A few researches [38, 27] have found a negative significant relation between procedural equality and cynicism to change. Even though Bernerth et al. couldn't find a significant relation based on different founding of antecedent researchers there is the purpose of experiment this relation in other environment so it is supposed that:

Hypothesis 3: procedural equality has a negative effect on sense of cynicism to organizational changes.

Adam's theory of equity [2] is based on inputs and out comes that theatrically must be balanced. If personnel have not had understood attempts to change or they feel that change will injure their outcomes then they may balance the equation by resistance or demolition. In this way in the viewpoint of cognitive discrepancies a bad experience will cause personnel to reduce pleasance. About change, discrepancies indicate revaluation of recognitions and if again personnel do not have a belief and an understanding of changes result they either resign or resist by cynicism. So it is supposed that.

Hypothesis 4: distributive equality has a negative effect on the sense of cynicism to organizational changes.

2-3-3- Taking part in decision making:

This construct refers to the level effectiveness of personnel on the process of decision making. Those personnel who are able to influence on effective decision most probably consider outcomes of decision important [9]. Abraham [1] believes that sense of inequality has caused cynic people from others and freely relation and cooperation may help to create sense of equality and equity. Furthermore personnel's experience of their organization is strictly under the influence of behaviors which their supervisor. Treadway et al. [32] believe that the rules of managers and supervisor are very important in reduction or development of cynicism. So stimulation of managers to choose cooperative management has the potential of having effect on the level cynicism. So it is supposed that:

Hypothesis 5: taking part in decision making has a negative effect on organizational changes.

2-2-4- psychological contract:

Organizations, by the time of recruitment give implied and explode promises about advantages such as insurance. Payment increases instruction settlement place and location etc. to their personnel. When an employee agrees that his action recommit that organization to decompensate there concludes a

psychological contract. Mostly it is viewed that personnel do not receive what they had expected from their employ mental and occupational relations. Kanter and Mirvis[20] believe that three main factors in creation of cynicism are: 1) Creation of unrealistic high expectations. 2) Experiencing hopelessness in accomplishing such expectations. 3) Recurring failure, when suggested change of managers face a dead end fails to success and the sense of hopelessness to the future will be created in the mind of individuals [36]. In other word, if organizations do not accomplish their promises of the first time of recruitment and by the time of change promise to improve the situation and advantages then individuals referring to their antecedent unaccomplished expectations and generalize it to the future (after changes) they become cynic so it is supposed that:

Hypothesis 6: breaking psychological contract has a positive effect on cynicism to organizational changes.

3. Research method:

This survey research has been done in a judicial organization that during a few past years has executed a number of change programs and as it seems they want to execute many change programs in the close future. Research sample which was 132 individuals were from a universe of 380 individuals and they all were knowing chosen from mescaline's with B.A certification with experience range of 5 to 10 years. Process of data gathering was done through using five standard questionnaires with the range of seven choices (from 1=completely agreed to 7= completely disagreed). And also cynicism to organizational changes with 8 choices [25]. Breaking psychological contracts with 5 choices [28]. Organizational equality with 20 choices [23]. Cynic character with 5 choices [30] taking part decision making with 8 choices [25] was done. Among scales of the questionnaire two choices of cynicism to change, a choice from breaking psychological contract, four choices from organizational equality, one choice from negative character and three choices from taking part in decision making (totally 11 from 44) were omitted because of non-considering psychological norms in an confirmatory factor analysis.

4- Analyze of data:

Technique of modeling of equation under statistic program of LISREL was used to establish a causative and conceptual experiment of the research.

Anderson & Gerbing [3] suggest that using the technique of modeling of structure equations is preferable to be done in two separate but related stages: model of measurement and model of structure. Founding of the first analytical experiment of emphatic factorial that was done in order to survey on psychological characteristic (acceptability and

permanency) of variables in measurement model showing that seven indexes had standard factorial probability of less than 0.7; and two choices have non-significant factorial probability. I on had the most remaining standard mount (8.5) which is biggest than maxim mum amount of 2 is allocated to the covariance between two indexes of interaction equality and also the highest suggestion of reducing chi-square (73.86) returns to the covariance of the two indexes. And finally estimation indexes of the model showed that in a few indexes necessities of estimation for the model had not been considered. However it was necessary to improve estimation model that 8 choices from the first measured model be omitted and again SEM be executed. Executing fiercely for the second time showed that in the measured model: first all factorial probabilities were bigger then minimum amount of 0.7 and second: all of them ham significant sizes.

Reliability and validity coefficient of the choice were measured and evaluated through suggestion

Fornell&Larcker (17) and Bagozzi& Yi [6] and result were gathered in table 1- permanency coefficient in two levels of choices and compounded one and convergence acceptability based on a mound and significance of factorial probability and also average of deductive variance were measured. If choice permanency of each index (factorial probability by power two or r^2) was bigger than 0.5 and coefficient of compound permanency (CR) of each hidden variable be bigger than 0.7 than there we could be sure that table's number also certify this result. In one hand if index of deductive average variance or AVE (the variance percent that all of index clarify) to be bigger than 0.5 and on the other hand amounts of factorial probabilities in a significant way to be bigger than 0.7 than we can say that all of acceptability necessities have been considered and following table's values also certify this point too.

Table 1: Psychometric characteristics (validity and reliability) of the measurement model

Psychometric characteristics (validity and reliability)						INDEX	structure
CR	AVE	R ²	t-v	se			
0.864	0.514	0.52	-	-	0.72	Most programs designed for solving organizational problems doesn't prove good	Suspicion About change
		0.58	8.11	0.16	0.76	The head doesn't strive hard for solving organizational problem	
		0.50	7.53	0.17	0.71	Efforts for improving the situation of organization doesn't make good result	
		0.58	8.11	0.16	0.76	People responsible for creating improvement in organization don't know enough what should do	
		0.48	7.40	0.17	0.69	Suggestions for solving the problems doesn't make real noticeable change	
		0.51	7.65	0.15	0.72	People responsible for improving the organizational situation don't care about their careers	
0.854	0.593	0.57	9.50	0.11	0.75	Almost all of the organizations promises of the employment time are realized	the Violating agreement
		0.57	9.54	0.10	0.76	Apparently my organization tries to realize its appointments when my employment	
		0.62	10.12	0.10	0.79	My organization has done significant efforts to realize its appointments	
		0.61	10.01	0.12	0.78	My organization has violated many of its appointments even my primitive	
0.869	0.571	0.51	8.94	0.13	0.71	Work schedule considered for me is just and fair	Distributional Justice
		0.51	8.97	0.15	0.71	I think the amount of salary and fringe benefits is just	
		0.69	11.17	0.13	0.83	I think my work load capacity	
		0.61	10.20	0.14	0.78	Bonuses I receive form organization are completely	
		0.54	9.35	0.14	0.74	I feel responsibilities assigned to me are just	
0.928	0.649	0.64	10.92	0.12	0.80	the manager when adopting job decision behaved with me kindly and respectful	Procedural Justice
		0.70	11.72	0.12	0.84	When adopting job decisions manager behaved with me respectfully	
		0.63	10.73	0.14	0.79	When adopting job decisions manager showed a positive care and sensitivity about my personal needs	
		0.77	12.64	0.12	0.88	When adopting job decisions manager behaved me with honesty and sincerity	
		0.61	10.56	0.13	0.78	When adopting job decisions manager showed a	

						positive sensitivity about my salary concerns	
		0.67	11.33	0.12	0.82	Manager explains the reasons of the adopted decisions about my job	
		0.52	9.38	0.14	0.72	Manager gives enough justifications for decisions made about my job	
0.883	0.654	0.66	10.84	0.11	0.81	Most people tolerate to others to gain some benefits in future	Negative personality
		0.58	9.90	0.12	0.76	People pay attention to others to advance their own affairs	
		0.62	10.40	0.12	0.79	I don't allow anyone that I don't expect much friendship and warmth from him/her become close and intimate with me	
		0.76	11.97	0.10	0.87	I know some people that hide their real motivation of doing a work	
0.881	0.598	0.49	8.83	0.13	0.70	As yet I have had an active participation in organizational change	Participation in decision-making
		0.59	9.95	0.13	0.77	I have had many opportunities to express my opinions about organizational change and deliver them to decision-makers	
		0.68	11.11	0.12	0.83	My ideas and suggestions has been valuable and are considered in making changes	
		0.60	10.12	0.12	0.77	My share and role in implementing programming of organizational change is undeniable	
		0.63	10.49	0.15	0.79	I can convey my suggestions to management team of organization easily	
0.869	0.571	0.51	8.94	0.13	0.71	Working schedule considered for me is just and fair	Distributional justice
		0.51	8.97	0.15	0.71	I think my salary and fridge benefits are just	
		0.69	11.17	0.13	0.83	I think my work load is completely just	
		0.61	10.20	0.14	0.78	Bonuses I receive from organization are completely just	
		0.54	9.35	0.14	0.74	Responsibilities assigned to me are just and reasonable	
0.899	0.600	0.53	9.43	0.13	0.73	Decision are made by my manager without bias and discrimination	Interactional justice
		0.75	12.18	0.13	0.87	Manager makes employees sure that listens to their concerns before decision making	
		0.64	10.75	0.13	0.80	My manger collects correct and comprehensive information for decision making	
		0.70	11.51	0.13	0.83	My manager pays attention to making decisions transparent and clear and informing employees	
		0.49	8.91	0.13	0.70	All job decision are used equally among all relevant employees	
		0.50	8.99	0.13	0.70	Employees are allowed to change the decisions made by manager and ask explanations	

Attention: Landa is equal to standard factorial probability and means standard error.

After gaining confidence of permanency and acceptability of the measured indexes, there it could be paid to survey on relations between hidden variables that their result are shown at the table -1- number on lines show standardized coefficient, number inside parenthesis indicate significance of coefficients and existing number under the suspicion variable to organizational change is indicator of clarified variance number and this variable exists because of existence of sum of independent variables. According to this chart all of independent variables (distributive equality, procedural equality, interaction equality, breaking psychological contract, negative character and taking part in decision making) have significant effects on the dependent variable (cynicism to organizational changes). As it was excepted form antecedent studies and researches, taking part in decision making and executing organizational equality have a negative effect on cynicism of personnel to organizational changes and on the opposite side there is a positive relation between psychological contract, negative character and cynicism to organizational changes. Among them the most positive effect refers to breaking psychological contract and the most negative is allocated procedural equality. All of independent variables can predict only 41 percent of changes related to structure of cynicism to organizational change and 69 percent of changes related to structure of cynicism refer to factors out of factors which are considered in this paper. However a survey on estimation model (table- 2) showed that suggested theatrical model has a relatively admit able estimation with experienced data.

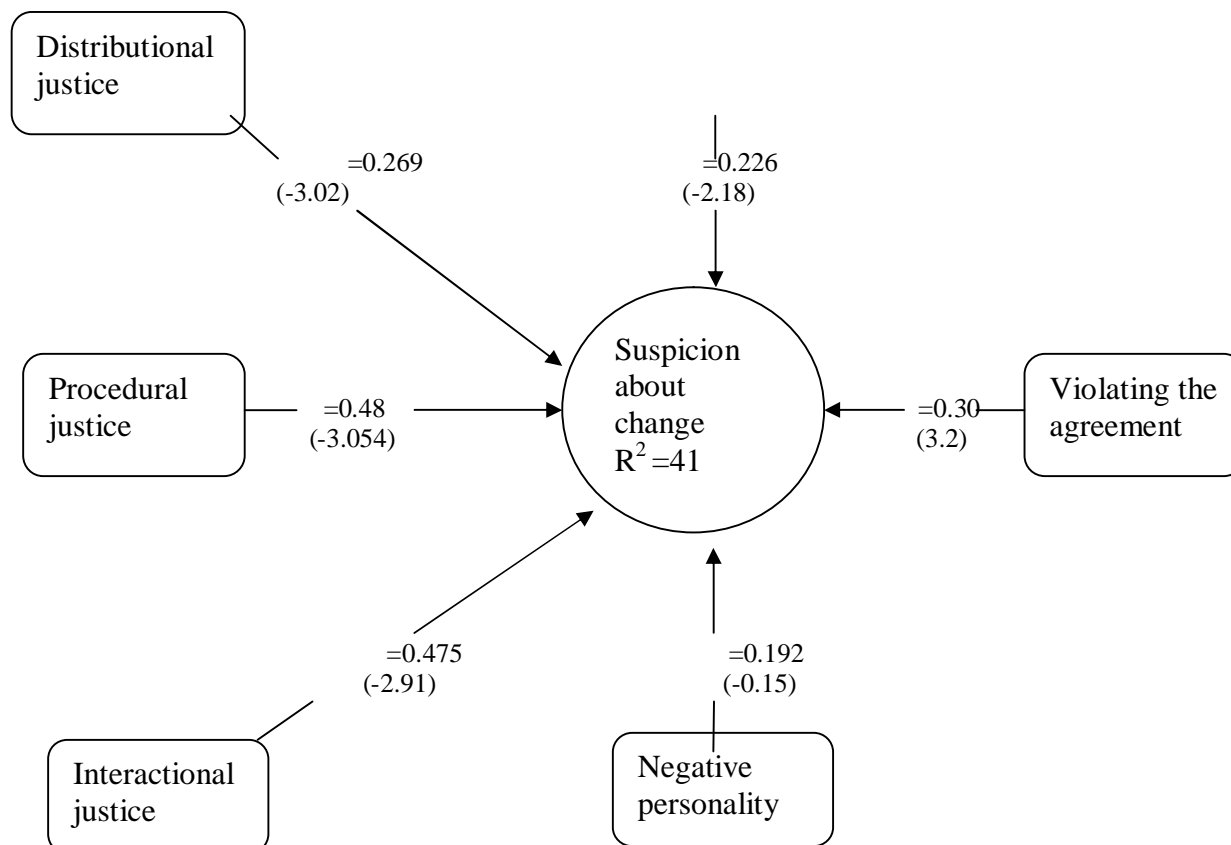


Figure 1: estimates of structural model of suspicion about organizational change

 Table 2:
fitness indices of final estimation model

Indicator title	size	Acceptable range	Result
Square root of estimation of error approximation variance	0.065	0.06	fitness
Confidence interval for (RMSEA)	0.057-0.073	0.06-1	fitness
Ratio of chi-square to degree of freedom	1.559	2 or 3	fitness
Appropriate fitness index	0.72	0.90	fitness
Moderated index of fitness	0.64	0.90	Lack of fitness
Normalized fitness index	0.94	0.90	fitness
Comparative fitness index	0.94	0.90	fitness
Root of mean residual(RMR)	0.21	0	Lack of fitness
Standardized root of residual(SRMR)	0.074	0.08	fitness

5. Discussion and conclusion:

The purpose of this research was to clarify cynicism of personnel to program of change in view point of organizational changes breaking psychological contract, taking part in decision making, and negative character. Result of structural software model of LISREL show that all of the four aforementioned variable have significant effects on cynicism to organizational change such a way that among them as it was expected, taking in decision making and three partite elements of organizational equality (viz. distributive, procedural, and interaction) has inversed effect and breaking psychological contract, and negative character have positive on cynicism on organizational changes. These variables, totally, could determine 41% of the variance of cynicism to organizational change. Findings also showed that the most negative significant effect on procedural equality goes to procedural equality and the most positive significant effect goes to the variable of breaking psychological contract.

Those people who have negative characters consider others egotists and careless and put other's motivations under questions and while interacting with other people take guard and an aggressive state can't trust in others [18]. Such people normally can't trust to others always imagine many negative thoughts. Improvise swears, and besides criticizing the company and managers mock them too. Pessimists almost always do not have long-term purposes and even they are not able to find their pleasant position in an organization. They always emphasizes on the point that they don't expect anything from the organization and do not believe in friendly and peaceful gestures because they consider such gestures as something indicative of weakness so they hate such relations [24]. Results of this research show that as some other researches has understood [35, 34, 30, 36, 10, 4] there is a positive significant negative character of individuals and their viewpoint especially their cynicism about organizational changes. This means increase in the number of those who every situation are cynic to other's motivation and action will cause increase of cynicism to suggested change's programs in their organizations.

In the viewpoint of distributive equality founding of the research showed that as some of other researchers have understood [27, 8, 5] there is a negative significant relation between distributive equality and cynicism to organizational changes. If individuals do not feel equality and justice in distribution of resources, payments and remuneration, their cynicism to the programs of change will reduce. If individuals consider it probable that after executing suggested change's programs their and justice and equality won't be regarded then their senses of distrust in officials of

changes and also their negative and hopelessness to the organization will be stimulated. And they incline toward showing ironic and ridiculous behaviors.

About procedural findings of the research showed that as some researchers have discovered [38, 27] that there is a negative significant relation between the two variables. Standardized estimation coefficient (48%) declare that per one unit change in individual's understanding of procedural equality, their cynicism will change to an amount of 48%. As more as there is sense of equality and justice between individuals during process of allocating remuneration, resources, processes and occupational duties their cynicism to programs of changes will reduce. In other word if people think that after execution of programs of change won't be equality in payment of resources and payment, then their negative view will form.

The target point of cynicism in personnel in case of not considering interaction equality is managers and officials in charge of change. According to documentary model of Winer those individuals who see managers and leaders of change as cause of in equality in interaction, there won't be any hope for them to omit such in equality after programs of change, based on formed prejudices of such [un success full] expectation and senses. They will prefer to resist against changes by pessimistic views such as cynicism. Findings of the research showed that as some of researches also have shown [25, 11] there is an inverse and significant relation between the two variables of taking part in decision making and cynicism to organizational change. Reichers et al [26] reported that cynic individuals to change where those who had not significant changes to take part in decision making and they were unaware of processes and procedures of organization. It is necessary for individuals to be completely aware of necessity of change, progress, problems of suggested changes and result of programs of change. Presence at decision making meetings programs change, also, will cause that individuals to be committed about taken decision or at least do not resist or take party against that.

Finally, according to the viewpoint of breaking psychological contract, research's findings showed that as some researchers have admitted [19, 5] there is a positive significant relation between individual's perception of breaking psychological contract and cynicism to programs of change. If daring execution of programs of change contracted expectation won't be meted and a few diversion, happen then individuals through antecedent experiences deduct that future's procedure also will be as the past.

As a result negative behaviors and views such as: hatred distrust and haplessness will be made in personnel's mind. However according to research's result we can deduct that when a suggestion for a

program of organizational change is proposed and that organization had not been committed to its antecedent commitments and in fact its personnel's expectations had not been met, then hopelessness and unsuccess of personnel due to not achieving their expectation will cause cynicism to organizational changes.

6- Concepts and suggestions:

The concept of this research is appropriate for executive official especially judicial systems'. First when officials and responsible individuals propose suggestion to improve a change of an organization, the most important wish that they have is considering justice and equality in programs of change. Individuals are afraid that there may be after executing programs of change equality and justice in allocating duties, processes and even equality in interchanges and interactions won't be considered. Secondly if an organization had not yet committed to its antecedent commitments against its personnel, personnel also do not care about its promises about improvement and change and know them as previous ones lies.

Thirdly, if individual are not present at the meetings of taking decision for company's programs or they won't be given sufficient data be for executing programs, they always fill the gap of this unawareness and non-presence with cynicism to change. And finally, sometimes it may happen that personnel inheritably have a negative character and they are cynic. So during exertion of program of change such individuals must be controlled or their views must be adjusted because it is supposed that such kind of people always even at the best situation are at doubt and are suspicious to other's behaviors and their suspicion may issue to others.

For future researches and studies it is recommended that besides identified stimulators of this research other ones like trust to managers financial stimulators and motivations during execution of change, style of leadership (especial revolutionary and substitution of leader member) etc. may also be point of attention. But, considering cultural elements also can help significantly to thorough clarification of cynicism to organizational changes. Finally even though in this research generally paid to a collection of personnel's understandings about the whole of programs of change, in future researches it is better that an especial program of change be identified and cynic views of individuals to that especial program be determined.

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