

A Social Motivation Approach To Organizational Cynicism

Judy A. Eaton

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Abstract

The purpose of the present research was first to operationalize organizational cynicism and provide an approach for its measurement (Study 1), and then to test a model of organizational cynicism based on Weiner's (1985) theory of social motivation (Study 2). In Study 2, it was predicted that, following a negative event in their workplace involving either their company, their manager, or a coworker, employees would follow the attributional process outlined by Weiner but that, for events involving their company and their manager, the relationship between emotions (Anger, Sympathy, and Hope) and subsequent behaviors (Actual Behaviors and Intended Behaviors) would be mediated by organizational cynicism. A sample of 124 students with part-time or full-time jobs was asked to describe and make causal attributions about separate negative events at work involving their company, their manager, and a coworker. They also completed the Organizational Cynicism Scale developed in Study 1 and a number of measures related to different facets of job satisfaction. Some support for the model was found, with organizational cynicism mediating the relationship between Hope and Behaviors and Sympathy and Behaviors, but not the relationship between Anger and Behaviors. The role of Hope in employee satisfaction and employee cynicism following negative workplace events is discussed.

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Introduction

In 1989, Kanter and Mirvis, in their book The Cynical Americans, announced that 43% of American workers were cynical. Cynical workers, they claimed, lack trust in management, believe that their company takes advantage of them, and feel that they are treated unfairly at work. Following the publication of Kanter and Mirvis' book, articles about the various things organizations do to make their employees cynical began to appear in the business literature. Employee cynicism was linked to such events as corporate downsizing (Summerfield, 1996), overpaid CEOs (Andersson & Bateman, 1997), mismanaged change efforts (Reichers, Wanous, & Austin, 1997), and the emergence of the team approach (Condor, 1997). Recently, the popular media has also begun to pay attention to employee–management relations. In the syndicated cartoon strip “Dilbert,” cartoonist Scott Adams takes a cynical look at corporate America, and ridicules management, consultants, corporate buzzwords, and hapless workers. The Internet is another popular source for cynical messages about work. An anonymous joke recently circulated by e-mail, entitled “Top 20 Sayings We’d Like to See on Those Office Inspirational Posters,” listed mock inspirational messages from management, including “The beatings will stop once morale improves” and “Succeed in spite of management.”

There is evidence that the effects of organizational cynicism are more far-reaching than an increased use of humor in the workplace. Research suggests that cynical employees are less productive (Mirvis & Kanter, 1989); have low job satisfaction and organizational commitment (Dean, Brandes, & Dharwadkar, 1998); are less likely to cooperate with corporate change efforts (Reichers et al., 1997); and have low morale (Premeaux & Mondy, 1986). For the organization, the potential consequences of employee

cynicism are obvious: low productivity and low morale in employees can directly translate into loss of revenue (Argyle, 1989). For employees, the negative effects of cynicism are less easily quantified, although there is a growing body of research linking cynical hostility with low self-esteem (Houston & Vavak, 1991), general mortality (Smith, Pope, Sanders, Allred, & O’Keeffe, 1988), and cardiovascular disease (Everson et al., 1997; Greenglass & Julkunen, 1989). It is clear that more definitive research on both the causes and effects of cynicism in the workplace could be beneficial to organizations as well as their employees.

The purpose of this thesis was twofold. It first attempted to operationalize organizational cynicism and provide an approach for its measurement. It then examined organizational cynicism from within a social cognitive framework using Weiner’s (1985) theory of social motivation.

Defining Organizational Cynicism

Although researchers concur that organizational cynicism is a problem (Andersson, 1996; Dean et al., 1998; Meyer, Stanley, & Topolnytsky, 1999; Mirvis & Kanter, 1989; Reichers et al., 1997), there is very little agreement on what it actually is. Niederhoffer (1967), one of the earliest researchers to explore organizational cynicism, described the negative attitudes that police officers felt toward their force and toward the public as a type of anomie. According to Niederhoffer, anomie leads to resentment, which is comprised of three elements: (1) diffuse feelings of hate, envy, and hostility; (2) a sense of powerlessness; and (3) continual re-experiencing of these feelings. The concept is best summed up by the assertion of one police officer, “I hate civilians” (Niederhoffer, 1967, p. 93).

Reichers et al. (1997), in their study of cynicism toward organizational change, describe cynicism about change as “a real loss of faith in the leaders of change” (p. 48). The organizational cynic, they believe, is pessimistic about the success of proposed changes in the organization, and will tend to attribute the pending failure of the change initiatives to the incompetence or laziness of those proposing the changes. Meyer et al. (1999) also limit their study of organizational cynicism to cynicism about change within an organization. Choosing to focus strictly on the cognitive elements of cynicism, they define change-specific cynicism as the “questioning of management’s stated or implied motives for a specific organizational change” (p. 10). These definitions may be useful when examining change within an organization; change, however, may not be the only reason employees become cynical. It has been suggested that cynicism can be a response to many different factors within an organization, including power distribution, procedural injustice, leadership (Dean et al., 1998), downsizing and restructuring (Clark & Koonce, 1995), corporate mergers (Marks & Mirvis, 1997), outplacement (Summerfield, 1996), and high executive compensation in the face of layoffs (Andersson, 1996; Andersson & Bateman, 1997).

Andersson and Bateman (1997) suggest a more encompassing definition of cynicism in the workplace. Arguing that most studies have conceptualized cynicism as a situational variable, subject to change due to factors in the environment, they define it as “both a general and specific attitude, characterized by frustration and disillusionment as well as negative feelings toward and distrust of a person, group, ideology, social convention, or institution” (p. 450). Dean et al. (1998) agree with this conceptualization. Drawing on the many studies that have either implicitly or explicitly assumed that cynicism is some type of negative attitude, Dean and colleagues propose that organizational cynicism

be conceptualized as precisely that: an attitude. Specifically, they define it as “a negative attitude toward one’s employing organization” (Dean et al., 1998, p. 345) which, following the tripartite model of attitudes, comprises three components: “(1) a belief that the organization lacks integrity; (2) negative affect toward the organization; and (3) tendencies to disparaging and critical behaviors toward the organization that are consistent with these beliefs and affect” (p. 345).

The conceptualization put forth by Dean et al. (1998) could prove to be valuable to the literature on organizational cynicism. Using the tripartite model of attitudes, cynicism can be distinguished from other workplace concepts like job satisfaction, organizational commitment, alienation, and trust. For instance, although job satisfaction may contain elements of negative affect and disparaging and critical behaviors, because it is directed at one’s job rather than one’s employing organization, it likely would not include a belief that the organization lacks integrity. It is possible that an individual with low job satisfaction could be perfectly content with a different job within the same organization. Similarly, work alienation is related more to one’s job than to the employing organization, and thus would be lacking the belief component (Seeman, 1993). Organizational commitment tends to lack the affective component of organizational cynicism. Noncommitted employees do not necessarily have strong negative feelings toward their organization; they simply lack pride and attachment (Dean et al., 1998). Organizational cynicism is also different from trust, in that trust is comprised primarily of beliefs, without the affective and behavioral components (Andersson & Bateman, 1997). Trust is generally not considered an attitude (Dean et al., 1998). Also, while lack of trust can stem from a lack of knowledge about the organization, cynicism toward an organization is necessarily a result of some experience with that organization (Dean et al., 1998). Thus, although a new employee may be

apprehensive about initiatives proposed by management, it would be more likely due to their lack of experience with, and hence lack of trust in, management rather than cynicism toward the organization.

The tripartite attitude approach also applies to organizational cynicism in other ways. Just as attitudes are subjective “summary judgments of an object or event which aid in structuring...complex social environments” (Zanna & Rempel, 1988, p. 315), organizational cynicism does not have to be based on fact. The reasons behind decisions made by management are often open to interpretation, and what the laid-off worker sees as self-serving profit maximization may indeed be survival measures for a struggling company. Of course, the organizational cynic may be correct in believing that management has little regard for its workers — Cascio (1995) reports that more companies who downsize do so for strategic reasons than as a measure to correct for lost profits. It has also been shown that people can have different perceptions of their company’s actions. Brockner, Grover, Reed, DeWitt, and O’Malley (1987) found that downsized workers who received identical compensation packages varied significantly in their perceptions of the procedural and distributive justice exhibited by the company. Thus, what matters is that the worker is cynical toward the company, not whether that cynicism is justified.

Another benefit of conceptualizing organizational cynicism as an attitude is that it allows for different levels of cynicism to be held by the same individual and also by different individuals. It is unlikely that organizational cynicism is an all-or-none concept. Just as attitudes are not stable entities (Zanna & Rempel, 1988), a worker’s level of cynicism may change from day to day. For instance, he or she may feel less cynical toward the company on payday, and more cynical on days when he or she has to attend team-building workshops. Similarly, two employees in the same department who are treated

relatively equally by the company may have varying degrees of cynicism. If organizational cynicism is seen as an attitude, then not only can it be measured according to its three dimensions of affect, beliefs, and behavior, but also on its relative strength, the defining features of which are persistence, resistance, its level of influence on information processing and judgments, and its ability to guide behavior (Krosnick & Petty, 1995).

Defining organizational cynicism as a negative attitude toward one's employing organization allows us to examine the concept in terms of the few things we do know about it, i.e., that it is probably different from other workplace concepts like job satisfaction, organizational commitment, and trust, and that it is a subjective judgment that can be altered or subject to change. It also provides a framework within which to measure it, in terms of its cognitive, affective, and behavioral components. For the purposes of the present study, Dean et al.'s (1998) definition of organizational cynicism as "(1) a belief that the organization lacks integrity; (2) negative affect toward the organization; and (3) tendencies to disparaging and critical behaviors toward the organization that are consistent with these beliefs and affect" (p. 345) will be adopted.

Approaches to Organizational Cynicism

Although the study of organizational cynicism is relatively recent, the concept of cynicism has a long history. The term "cynic" originated in ancient Greece, and was used to describe a school of thought whose followers rejected the institutions of society and instead promoted a philosophy of simplicity and morality (Andersson, 1996). In contrast to the Greeks' notion of cynicism as a way of life, current usage of the term refers more to the individual. The 1913 edition of Webster's Revised Unabridged Dictionary defines a cynic as "having the qualities of a surly dog; snarling; captious; curish." The Oxford

English Reference Dictionary (1995) provides a more gentle definition, defining a cynic as “someone with little faith in human sincerity.” Although the original use of the term implies a certain nobility in being a cynic, the modern cynic is regarded as someone to be avoided, a “faultfinding captious critic” (Mirriam-Webster, 1999). Rather than a chosen lifestyle, dictionary definitions of cynicism today seem to view it as a stable personality trait.

Dispositional Approaches to Cynicism

Much of the research on general cynicism (i.e., cynicism that is not directed toward a specific object but, rather, is generalized to various aspects of an individual’s life) has taken a trait approach. A significant amount of the literature deals with the effect of cynicism, also called cynical hostility, on physical and mental well-being. Some studies have linked cynical hostility directly with increased risk of cardiovascular disease (Everson et al., 1997), whereas others have argued that cynical hostility either leads to or is caused by a lack of social support, which in turn increases the risk of cardiovascular disease (Greenglass & Julkunen, 1989).

Some studies have attempted to connect the concept of general cynicism to organizational cynicism. Andersson and Bateman (1997), attempting to find support for their hypothesis that cynicism toward a particular organization can generalize to cynicism toward human nature, presented a cynicism-inducing scenario of an unethical company and then tested participants for cynicism toward the company, cynicism toward other business organizations, and cynicism toward human nature. They found that the scenario was significantly more effective at creating cynicism toward the company depicted in the scenario than toward human nature.

Guastello, Rieke, Guastello, and Billings (1991), in their study of cynicism, personality, and work values, hypothesized that cynicism, as measured by a scale developed by Mirvis and Kanter (1991), would be positively correlated with low leadership potential, high suspiciousness, high anxiety, and introversion, and also a Marxist exploitative belief system. Although they did find that cynical participants were more likely to believe that workers are exploited, they did not find support for the hypothesis that this was directly related to specific personality traits. The results of this study and that of Andersson and Bateman (1997) suggest that cynicism directed toward the workplace is different than general cynicism toward human nature. Where some researchers argue that cynicism toward human nature is a stable personality trait (Everson et al., 1997; Greenglass & Julkunen, 1989; Houston & Vavak, 1991; Smith et al., 1988), there is some evidence to suggest that organizational cynicism is more situational (Andersson & Bateman, 1997; Dean et al., 1998; Guastello et al., 1991; Kopelman, 1983; Niederhoffer, 1967; Reichers et al., 1997).

Situational Approaches to Cynicism

In contrast to the research on general cynicism, much of the research on organizational cynicism has taken a state approach. Implicit in these studies is the notion that cynicism toward an organization, be it one's workplace, an industry, the government, or even an institution like marriage, is a specific reaction to that organization, and is not necessarily generalizable to other organizations. Also implicit is the notion that cynicism is caused by the situation. This assumption can also be found in the current business literature, which, as discussed earlier, blames various management practices for employee

cynicism. Historically, it is also the assumption that underlies the small body of work on organizational cynicism produced by social scientists.

Beginning in the late 1950s a stream of research developed that examined the increasing level of cynicism in medical students. Most of the studies found that cynicism increased as students progressed through school, although it should be noted that these studies used different methods of measuring cynicism, and they quite often simply administered the same test twice: once when students were admitted to the school, and again later in the students' career (Kopelman, 1983). Becker and Geer (1958) attribute the increase in cynicism to the disillusionment that comes from idealistic students being exposed to the realities of medical school. Kopelman (1983), in her interviews with medical students, found a similar disillusionment, although in this case it was mostly directed toward faculty. Students criticized the objective testing procedures in medical school and the importance placed on grades (even though they were told that grades were not important), and they felt that the faculty's interests lay in research and obtaining grants, rather than in teaching.

This early research on student cynicism is important because, although it has some methodological flaws, it precedes most work on organizational cynicism. It was forward-looking for its time, because by noting that students became more cynical as they progressed through medical school, it recognized that cynicism could be learned. Also, in suggesting that this disillusionment was caused by the school and its faculty, the idea that an organization could be directly responsible for creating this negative attitude in its members was raised.

A book by Niederhoffer in 1967 spawned a number of studies on cynicism in police officers. Various researchers have used Niederhoffer's (1967) scale of police

cynicism to study the relationship between cynicism and education, length of service, frustration, occupational structure, stress, and size of force (Andersson, 1996). This line of research has branched out to include corrections officers as well (Ulmer, 1992). Although some problems with Niederhoffer's scale have been identified (Langworthy, 1987), studies have consistently found that many of the factors correlated with police cynicism are related to working conditions and other variables external to the individual officer.

Mirvis and Kanter (1991) have taken a more sociological approach to their study of cynicism. They argue that "cynicism is one way people cope with an unfriendly, unstable, and insecure world" (p. 53). According to Mirvis and Kanter, employees, insecure about their jobs in an unstable economic environment, develop self-protective defenses such as searching for ways to gain advantage in their company, losing trust in management, and competing with their coworkers. In this view, cynicism is a coping strategy because it provides individuals with justification for their self-serving behavior. Although unclear on whether to blame what they consider rampant cynicism on unmotivated, selfish employees, on unscrupulous companies who set up their workers to fail, or on American de-industrialization, their focus seems to be on a situational, or state, approach. According to Mirvis and Kanter (1991), the development of a cynical outlook is a three-step process: it begins with unrealistic expectations, which inevitably lead to disappointment, which, in turn, leads to disillusionment. Although they suggest that an individual's level of cynicism is determined by a combination of past experience, personality, and current circumstances, they provide no evidence for the relevance of personality traits. Instead they focus on the relationship between cynicism and certain demographic variables such as age, social class, race, gender, type of job, and type of organization, and offer suggestions for organizations to control levels of cynicism.

Recent research has been more direct in its focus on the organization as the cause of employee cynicism. Reichers et al. (1997) suggest that a combination of mismanaged change efforts, lack of information about change, and a predisposition toward cynicism is responsible for the high levels of organizational cynicism that abound in workplaces today. Organizational cynicism, they stress, is a barrier to change, because change cannot occur successfully without the cooperation of employees. If employees are cynical and refuse to cooperate, the change efforts will fail, and employees will become even more cynical. Although the authors propose a personality trait element in their approach, they have actually found minimal evidence for a predisposition toward cynicism (Wanous, Reichers, & Austin, 1994), rendering their approach more in line with the other state approaches.

Andersson and Bateman (1997) also focus on the organization as the cause of cynicism in workers. Using a combination of cognitive dissonance theory and a contractual violation framework, they theorize that high levels of executive compensation, harsh and immediate layoffs, and poor organizational performance precipitate attitude change in workers. When the company acts in a way that is inconsistent with workers' expectations, such as when workers are laid off while CEOs are getting pay increases and bonuses, it creates cognitive dissonance. It also represents a violation of the psychological contract that is created when an employee contributes something to an organization and expects something from the organization in return (such as compensation, job security, or some less tangible reward) (Andersson, 1996). Workers combat this dissonance by changing their attitude toward the company and becoming cynical. Andersson and Bateman's (1997) study, discussed earlier, demonstrated that reading a scenario about a company with various levels of contract violation can increase cynicism, as measured by an ad hoc scale, toward that company.

Much of the literature on organizational cynicism, although quick to point to the causes of cynicism, tends to lack a strong theoretical basis from which to study it. A comprehensive theory on the nature of cynicism in the workplace would enable examination not only of the causes, but also of the potential negative effects of cynicism, such as low organizational commitment, low job satisfaction, sabotage, theft, high turnover rates, and work alienation. It would also allow for exploration of the direct and indirect relationship between events in the workplace and their outcomes, and the possible mediational effects of cynicism.

One common assumption that many of the studies on organizational cynicism have made is that something that the organization has done (e.g., failed change initiatives, layoffs, or poor organizational performance) has contributed to employee cynicism. In the development of organizational cynicism, perhaps it is not the exact nature of the event that is important but, rather, how that event is perceived by the individual. It has been established that people can differ in their perceptions of the distributive justice exhibited by an organization (Brockner et al., 1987). It would follow, then, that individuals could also differ in their perceptions of other negative events within an organization. In looking for the causes of organizational cynicism, a social cognitive approach, the focus of which is studying how individuals make sense of their environment (Fiske & Taylor, 1991), could provide a more theoretically based foundation from which to generate and test hypotheses about why employees become cynical. Rather than trying to identify specific organizational events that contribute to cynicism, such an approach would allow for an examination of how events are interpreted by employees, and the role that these interpretations play in organizational cynicism.

A Social Cognitive Approach to Cynicism

Weiner's (1985) Theory of Social Motivation

One social cognitive theory that may be useful in examining cynicism in an organizational context is Weiner's (1985) attributional theory of social motivation. Weiner's theory states that, following an event, we first search for the cause of the outcome of the event and then we evaluate it along certain causal dimensions. Based on our evaluation, we then make judgments of responsibility for the event and develop expectations about future similar events. Our judgments of responsibility and expectations lead to specific emotions which, in turn, influence our subsequent behavior. According to Weiner, we make causal attributions in order to determine how to act and to predict future events. If we can predict events, we can control them; therefore, causal attributions are important to us in order to reach our goals (Fiske & Taylor, 1991).

Weiner's (1985) theory states that we make judgments of responsibility based on the causal dimensions of locus and controllability. Locus refers to whether we perceive the cause of the event to be due to internal or external factors. For example, in the context of an employee/employer relationship, a negative event in an organization (such as layoffs) will be judged by the employee on the basis of whether the event is due to factors that are inside (internal to) or outside (external to) the organization. The employee may attribute the layoffs to a desire for profit maximization, a decision that is made within the organization (internal locus). Alternatively, the employee could attribute the layoffs to financial difficulties resulting from poor economic conditions, the cause of which originates outside the organization (external locus).

The causal dimension of controllability refers to whether the event is perceived as being under the volitional control of the actor. For example, the employee, in making

causal attributions about the layoffs, may believe that other, less drastic measures could have been taken (the event was controllable by the organization) or, conversely, that the organization had no choice but to initiate layoffs (the event was uncontrollable by the organization).

If the employee attributes the layoffs to internal, controllable factors (e.g., the employee perceives that the organization is laying off employees to try and increase profits, and believes that other, less drastic measures could have been taken), the employee will judge the organization as being responsible. If the employee attributes the layoffs to external, uncontrollable factors (e.g., the employee perceives that the organization is in financial difficulty due to a poor economy, and that there were no other options but to lay off employees), the employee will judge the organization less harshly (i.e., not responsible).

Judgments of responsibility based on the dimensions of locus and controllability lead to either positive emotions (such as sympathy) or negative emotions (such as anger). If the organization is judged as being responsible for the layoffs, the employee will likely feel angry toward the organization. Sympathy will likely result if the organization is judged as being not responsible for the layoffs. According to Weiner (1985), these emotions then lead to either prosocial or antisocial behaviors toward the individual (or organization) judged as responsible for the event. For instance, if the employee is angry about the layoffs, it could lead to punishing actions and antisocial behavior toward the organization, such as verbal discredits, sabotage, and low organizational commitment. If the employee feels sympathy toward the organization as a result of the causal analysis, it could lead to prosocial behaviors toward the organization, such as taking on extra work and cooperating with management.

Finally, Weiner's (1985) theory states that we also develop expectations based on a third causal dimension: stability. Stability refers to the likelihood of the event occurring again in the future. Thus, if the employee perceives the layoffs to be a strategy used by the organization to increase profits, this will be viewed by the employee as a stable factor, and likely to happen whenever the organization wishes to make more money. If the employee believes the layoffs to be in response to economic factors, this will be perceived by the employee as an unstable factor, in that the economy can reasonably be expected to improve. Judgments based on the causal dimension of stability are related to expectations of similar future events. Expectations are related to emotions such as hope. If the employee believes that the layoffs are due to a stable factor, the employee's expectation will be that this event could happen again in the future, and thus the individual will experience a lack of hope, or despair, concerning future events. This lack of hope can lead to antisocial behaviors toward the organization. If the employee believes that the layoffs are due to an unstable factor, the employee will not necessarily expect a similar type of event to occur again in the future. This will lead to feelings of hope, which can result in prosocial behaviors toward the organization.

Attribution Theory in Organizations

Attribution theory lends itself well to the study of events within an organizational context, and how attributions about those events can lead to specific feelings and behaviors (Weiner, 1995). Surprisingly, little research on causal attributions in the workplace has been undertaken. Moreover, the research that has been conducted has tended to focus on the attributions of leaders toward subordinates, as in personnel selection (Struthers, Colwill, & Perry, 1992) and disciplinary decisions (Judge & Martocchio, 1995; Struthers,

Weiner, & Allred, 1998). More recently, researchers have begun to focus on the attributions that coworkers make about each other (Struthers, Miller, Boudens, & Briggs, in press). Missing from this research, however, is an examination of the attributions that employees make about their employer or their employing organization. This omission is important not only in the context of the present study, which focuses on the attributions of employees and their relationship to organizational cynicism, but also to the general emotional well-being of employees. In order to determine ways in which to improve the work environment for employees, it may be more beneficial to study the attributions that employees can directly control (i.e., their own) rather than those they cannot (i.e., their employer's).

Weiner's (1985) theory is a theory of social motivation toward individuals, and thus using it to examine attributions toward groups, such as a group of managers or one's employing organization, is a relatively untested expansion of the theory. Some preliminary studies on attributions toward groups suggest that employees do "judge up the ladder," making attributions about their superiors at work, and that they will also make attributions about groups such as management in general or the organization. Konst, Vonk, and Van Der Vlist (1999) asked workers in a semi-governmental organization to complete a number of sentence stems describing behaviors of either leaders or subordinates and then coded the completed sentences in terms of causality and consequences. They found differences between the attributions made toward leaders and the attributions made toward subordinates, with much more causal analysis being directed toward leaders. This study suggests that employees will make attributions about their superiors when asked to do so, and that these attributions differ, at least in number, from the attributions that they make about subordinates. Menon, Morris, Chiu, and Hong (1999), in their study of cross-

cultural differences in individual and group attributions, found that individuals will also make attributions about groups. In one part of their study, Menon et al. presented participants with a vignette involving a transgression in the workplace that could be interpreted as either the fault of an individual or the entire work group. Although American participants tended to view the incident as caused by the individual, approximately one-third of the attributions made were directed toward the group. This suggests that, at least in some circumstances, people do make attributions about groups. Hamilton and Sanders (1999), in a similar type of study, presented participants with a vignette in which either an individual (“Mr. Jones”) or a corporation (“The Jones Corporation”) was responsible for forcing workers to remain on a job site containing toxic substances, from which the workers eventually became seriously ill. In examining the attributions made by participants, they found no significant differences between the individual (“Mr. Jones”) and corporation (“The Jones Corporation”) conditions. This suggests that people are as likely to make attributions about a corporation as they are about an individual.

The above studies provide some support for the assumption that employees will make attributions about their manager and their organization following a negative event. When leaders make attributions toward their subordinates, as in the studies conducted by Struthers and his colleagues (Struthers et al., 1992; Struthers et al., 1998), and Judge and Martocchio (1995), the consequence is that the subordinate is either not selected for the position or is disciplined in some way by the leader. When subordinates judge leaders, however, their options for direct action are much more limited. Recognizing the differences in power and control between the two groups, it is possible that the attributions of subordinates will differ from those of leaders. There is some support for this. A number of studies have shown that the causal attributions made by individuals in different groups

within an organization can differ significantly. Silvester, Anderson, and Patterson (1999) found significant intergroup differences in the attributions made by managers, trainers, and trainees about the implementation of an organizational change initiative. Karasawa (1999), in a study incorporating a simulated society game, also found differences in the attributions that individuals made about different groups, with strong ingroup identification leading to more favorable attributions about the ingroup. These studies suggest that the attributions made by employees toward their employer or employing organization may indeed be quite different from the attributions made by the employer toward his/her employees.

An Attributional Analysis of Organizational Cynicism

Dean et al.'s (1998) conceptualization of organizational cynicism as an attitude works particularly well when viewed within the framework of Weiner's (1985) attributional theory of social conduct. In particular, it could be hypothesized that organizational cynicism is related to the attributional analysis of a negative event (or events) in an organization. There is some initial support for this hypothesis. Reichers et al. (1997) conducted personnel interviews at a large Midwestern plant to determine why change initiatives had not been successful, and found that cynical employees tended to blame the failure on a lack of ability and/or a lack of effort by management. Although Reichers et al. did not specifically measure judgments about causality, their study suggests that a cynical attitude in employees is related to certain attributions of responsibility following a negative work event.

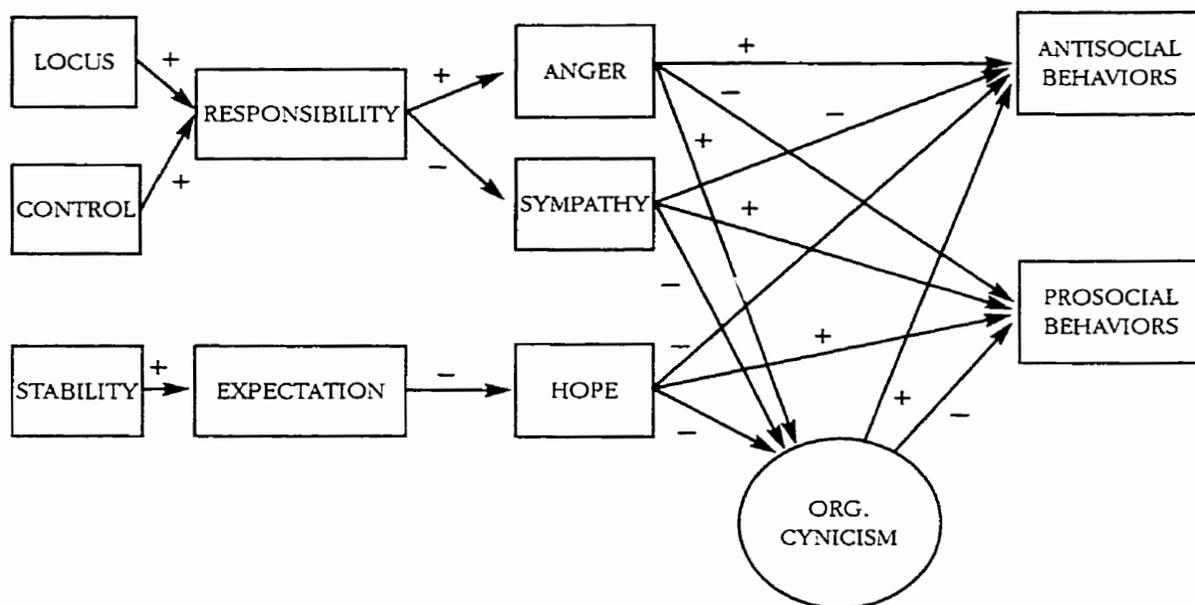
According to Weiner (1985), following a negative event, people make causal attributions based on their perceptions of the event. These attributions result in judgments of responsibility, which lead to specific emotions (such as anger or sympathy), and

expectations, which lead to emotions such as hope. These emotions lead to either prosocial behavior or antisocial behavior. In Weiner's (1985) model, attributions that lead to a perception that the organization is responsible for the negative event can result in the individual blaming the organization. In the situational approaches to organizational cynicism, the assumption is that the organization plays a large part in the development of employee cynicism (recognizing, however, that organizational cynicism likely results from some combination of the situation and individual factors). Implicit in this approach, then, is the notion that the organization is blamed for the negative event(s); if individuals do not blame the organization (i.e., they do not judge the organization responsible for the event), then they likely will not become cynical toward the organization.

Although it is doubtful that a single negative event involving one's organization will result in organizational cynicism, it is possible that repeated exposure to perceived negative events will contribute to the development of the attitude of organizational cynicism, which will then affect how one responds to the organization. Once an employee becomes cynical, this cynicism may be triggered whenever a negative event occurs for which the employee judges the organization responsible. It is recognized that once organizational cynicism develops it may color the subsequent judgments of responsibility made about the organization following negative events, in that, for example, cynical employees may be more disposed to blame the company for negative events. The focus of this research, however, is on the situational aspects of organizational cynicism, and thus the involvement of cynicism in other stages of the process is best left to a study that is broader in scope.

Using Weiner's (1985) model of social motivation as a guide, the model to be tested in this study is shown in Figure 1. In the model depicted in Figure 1, measured variables are represented graphically by rectangular boxes. Locus, control, stability,

Figure 1

Weiner's (1985) Model of Social Motivation Incorporating Organizational Cynicism

responsibility, expectation, anger, sympathy, hope, and the behaviors are measured variables (i.e., they are assessed directly by a single measure). Organizational cynicism, however, is measured indirectly by individual measures of cognition, affect, and behaviors, following the tripartite approach to attitude measurement. It is therefore termed a latent variable, and is represented by a circle.

Like Weiner's model, following a negative event, analysis along the causal dimensions of locus and control lead to judgments about responsibility for the negative event. Analysis along the causal dimension of stability leads to the development of expectations about future similar events. Judgments of responsibility lead to either anger or sympathy; expectations are related to hope, or lack of hope. The modification to Weiner's model is the introduction of organizational cynicism. When it occurs (and it is recognized that there are other factors which may prevent it from occurring), organizational cynicism appears in the attributional process after the individual responds emotionally (with anger, sympathy, and/or hope) but before the behavioral response (either prosocial or antisocial behaviors or behavioral intentions). In other words, organizational cynicism mediates the relationship between the emotions that the employee feels following a negative event in his or her workplace and the behaviors that the employee performs following this same event. For instance, if an employee concludes that the organization is responsible for the negative event and becomes angry, the employee may act antisocially toward the organization, but according to the model it would not be directly because of the employee's anger; it would be because of the employee's cynicism, which is triggered by his or her anger. Using terminology employed by Baron and Kenny (1986) in their article distinguishing mediators from moderators, anger is the predictor and antisocial behavior is the criterion, while organizational cynicism is the mediator that accounts for the relation between them.

Because there may be other factors related to the development of organizational cynicism, such as individual difference factors, perceptions of justice, or demographic variables such as age and length of time working, it is hypothesized that organizational cynicism will not always mediate the relationship between emotions and behaviors. In Figure 1, this is depicted by the arrows going directly from the emotions to the behaviors. The mediational role of organizational cynicism is depicted by the arrows leading from the emotions to cynicism, which is connected by arrows to each of the behaviors.

According to the proposed model in Figure 1, following the earlier example of corporate downsizing and layoffs (the negative event), if an employee perceives the layoffs as a result of a desire for profit maximization on the part of the organization (internal locus and controllable), there will be a positive relationship between locus and responsibility and control and responsibility, and the organization will be judged as responsible. If the employee perceives the layoffs to be a result of poor economic conditions and, hence, unavoidable (external locus and uncontrollable), then there will be a negative relationship between locus and responsibility and control and responsibility, and the organization will not be judged as responsible. If the organization is judged as responsible, there will be a positive link to anger and a negative link to sympathy. If the organization is not judged as responsible, there will be a negative link to anger and a positive link to sympathy.

In addition, if the layoffs are seen as a result of greed on the part of the organization, and it is perceived by the individual as a stable factor, then the employee can expect similar layoffs whenever the organization wishes to increase profits. In Figure 1, this is depicted by the positive relationship between stability and expectation. An expectation about similar negative events in the future would lead to a lack of hope, or hopelessness, which is shown by the negative relationship between expectation and hope in

the model. Layoffs seen as a result of poor economic conditions (unstable) would result in a negative relationship between stability and expectation, and a positive relationship between expectation and hope, because future similar negative events would not be expected, which would lead to feelings of hope.

If the organization is perceived to have downsized solely to maximize profits, the attributional process will result in anger, lack of sympathy, and lack of hope, which are proposed to be directly related to cynicism toward the organization. In Figure 1, this is depicted by a positive relationship between anger and cynicism, and a negative relationship between sympathy and cynicism and hope and cynicism. Conversely, if the organization is not held responsible for the layoffs, sympathy, hope, and a lack of anger will result, which would be directly related to the absence of cynicism. This would be graphically depicted by a negative relationship between anger and cynicism and a positive relationship between sympathy and cynicism and hope and cynicism.

Organizational cynicism is proposed to be more likely to lead to negative behaviors and behavioral intentions toward the organization. This is shown by the positive relationship between cynicism and the antisocial behaviors and the negative relationship between cynicism and the prosocial behaviors. Lack of cynicism would have the opposite relationship with the behaviors. As stated previously, anger may also have a direct positive relationship with the antisocial behaviors and a direct negative relationship with the prosocial behaviors. Similarly, both sympathy and hope may also have a direct negative relationship with the antisocial behaviors and a direct positive relationship with the prosocial behaviors.

An appropriate technique for testing a model such as this is the multivariate statistical procedure of structural equation modeling (SEM). SEM allows for the

simultaneous testing of the relationships between all variables in a model, and provides an index of how well the model fits the data. SEM techniques will be described further in Study 2.

Purpose of the Research

For the purposes of this research, organizational cynicism is defined as a negative attitude toward one's employing organization, consisting of negative beliefs, negative affect, and negative behaviors and behavioral intentions. It is hypothesized that these negative beliefs, affects, and behaviors are directly related to the emotions and behaviors that follow specific judgments of responsibility and expectations regarding the organization following a negative event. After developing a measure of organizational cynicism, this thesis, taking a social motivational approach, examined the relationships between attributions of responsibility and expectations, emotions, organizational cynicism, and behaviors following a negative event in the workplace.

Study 1

Due to the paucity of research in the area, there is currently no reliable and valid scale with which to measure organizational cynicism. The purpose of this first study was to begin developing a measure that would reflect the three aspects of organizational cynicism suggested by Dean et al. (1998): negative beliefs, negative affect, and negative behaviors and behavioral intentions toward the employing organization.

Method

Participants

Participants were 130 undergraduate students enrolled in an upper-level psychology course. They received a 1% bonus credit on their final course grade for participating in the study. Of the total sample, 105 (81%) were female, 24 (19%) were male, and one participant did not specify. The age of participants ranged from 20 to 49 years, with an average age of 22.5 years ($SD = 3.42$). Participants had, on average, about 4.5 years (55 months, $SD = 36.47$) of work experience. A total of 106 (82%) were currently employed, working an average of 20.7 hours per week ($SD = 12.34$). The most common type of job held was in the sales/service/customer support industry, with 58 participants (45%) being employed in this area. Other common types of jobs were office/clerical, education, and general labor (see Table 1).

Measures

Organizational Cynicism Scale. This scale consisted of 69 items. Items were generated based on various aspects of cynicism discussed in the literature, and included the following components: trust, alienation, powerlessness, responsibility, faith, despair, hope, expectation, hostility, integrity, disillusionment, and blame. The items were then classified in terms of the three general attitudinal dimensions of negative beliefs (“cognition”), negative affect (“affect”), and negative behaviors or behavioral intentions toward the organization (“behavior”). Items were labelled as “cognition” if they primarily involved negative thoughts about the organization, such as “In my company, if you work hard, management will take advantage of you.” A total of 29 items fit into this category. Items were placed in the “affect” category if they primarily involved negative feelings toward or

Table 1

Common Types of Job Held by Participants in Study 1

Job category	<u>n</u>	%
Sales/service/customer support	58	45.0
Office/clerical	24	18.6
Education	11	8.5
General labor	10	7.8
Health industry	6	4.7
Professional	4	3.1
Self-employed	3	2.3
Computer/technical	1	0.8
Tradesperson	1	0.8
Other	11	8.5

Note. One participant did not indicate type of job held.

about the organization, such as “I feel trapped in my job.” There were 19 items in this category. Items were labelled “behavior” if they primarily involved negative behaviors or behavioral intentions toward the organization, such as “If given the choice by my company, I would not attend a team building workshop.” A total of 21 items fell into this category. Level of agreement with each item was rated on a 5-point scale (where 1 = strongly disagree and 5 = strongly agree).

Job satisfaction. It has been suggested that organizational cynicism can lead to lower job satisfaction (Dean et al., 1998). Although they are similar in some respects, in that they both involve feelings and thoughts about the workplace, organizational cynicism and job satisfaction have different targets (one’s job versus one’s organization). Thus, Spector’s (1985) Job Satisfaction Survey (JSS) was included in the study in order to provide a test of the construct validity of the Organizational Cynicism Scale. In the interest of keeping the total number of items in the package manageable, only the Supervision, Contingent Rewards, and Nature of Work subscales from the JSS were used. Cronbach’s alphas for these subscales have been reported as .82, .76, and .78, respectively (Spector, 1985). Items used for the present study, of which there were 12 in total, include “I do not feel that the work I do is appreciated” and “I like my supervisor”, rated on a 5-point scale (where 1 = strongly disagree and 5 = strongly agree). Because organizational cynicism likely has a component of low job satisfaction, it was expected that the scores on the scales would be negatively correlated, but that they would not be so highly correlated that they would be viewed as the same concept.

Organizational commitment. It has also been suggested that low organizational commitment can result from organizational cynicism (Dean et al., 1998). As with job satisfaction, however, they are different constructs, and thus a measure of organizational

commitment was included in the study to provide a measure of construct validity. The Affective subscale of the Organizational Commitment (OC) Scale (Allen & Meyer, 1990) was administered to examine the relationship between the organizational cynicism scale and organizational commitment. The Cronbach's alpha for this 8-item scale has been reported as ranging from .74 to .87 (Dunham, Grube, & Castaneda, 1994). Items include "I would be very happy to spend the rest of my career with this organization" and "This organization has a great deal of personal meaning for me," rated on a 5-point scale (where 1 = strongly disagree and 5 = strongly agree). It was expected that the scores on the OC Scale and the Organizational Cynicism Scale would be negatively correlated, but that they would not be so highly correlated that they are viewed as the same concept.

Empowerment. It was also hypothesized that cynicism would include feelings of powerlessness. Menon's (1999) Empowerment Scale, which measures psychological empowerment in the workplace, was included to determine the level of empowerment participants feel at work. The Empowerment Scale includes the three factors of Goal Internalization, Perceived Control, and Perceived Competence, with Cronbach's alphas of .88, .83, and .80, respectively (Menon, 1999). There are 9 items in total, including "I am inspired by the goals of the organization" (Goal Internalization), "I have the authority to make decisions at work" (Perceived Control), and "I have the skills and abilities to do my job well" (Perceived Competence). Items are scored on a 6-point scale (where 1 = strongly disagree and 6 = strongly agree). It was expected that empowerment scores would be negatively correlated with organizational cynicism scores, thereby contributing to the convergent validity of the Organizational Cynicism Scale.

Optimism. Given that cynicism includes an aspect of hopelessness and pessimism about future events, Scheier and Carver's (1985) Life Orientation Test (LOT) was included

in the study. The LOT consists of 12 items, including “In uncertain times, I usually expect the best” and “I hardly ever expect things to go my way,” scored on a 5-point scale (where 1 = strongly disagree and 5 = strongly agree). Scheier and Carver report a Cronbach’s alpha of .76. It was expected that scores on the LOT would be negatively correlated with scores on the Organizational Cynicism Scale, thus providing an additional measure of convergent validity.

Trait cynicism. Given that organizational cynicism is conceptualized as a situationally determined attitude, it should be statistically distinct from existing trait measures of cynicism, although some overlap is expected. The cynicism subscale of the Philosophies of Human Nature (PHN) Scale (Wrightsman, 1992), a trait measure, was administered to further test the discriminant validity of the Organizational Cynicism Scale. It was expected that there would be a low to moderate positive correlation between the two scales. Cronbach’s alpha for this subscale of the PHN Scale has been reported as high as 0.90 (Brandes, 1997). There are 10 items in total, including “Most people would tell a lie if they could gain by it” and “People pretend to care more about one another than they really do.” Items are rated on a 6-point scale (where 1 = strongly disagree and 6 = strongly agree).

Cynicism thermometer. In order to provide an additional level of convergent validity for the Organizational Cynicism Scale, participants were asked to rate their own level of cynicism, after having completed the rest of the scale items, on a cynicism thermometer. Participants were provided with the following definition of organizational cynicism:

One particular type of attitude that employees can have toward their workplace is organizational cynicism. Employees with organizational cynicism:

1. believe that the company they work for lacks integrity;
2. have negative feelings, such as anger and contempt, toward their company;
3. are likely to exhibit negative behaviors toward their company (such as coming in late) or negative desires (such as wanting to quit their job).

This cynical attitude does not necessarily apply to other areas of the employee's life — they could be quite content in other areas of their life. For instance, one can be cynical at work but happy in one's interpersonal relationships.

They were then asked to rate the amount of cynicism they feel toward the company that they currently work for on the cynicism thermometer, where 0 is least amount and 100 is maximum amount. This method has been successfully used by Haddock, Zanna, and Esses (1993) to measure attitudes. It was expected that scores on the cynicism thermometer would be positively correlated with scores on the Organizational Cynicism Scale.

Procedure

Participants were approached during class to participate in a study examining work attitudes. They were informed that their participation was voluntary, but that they would receive a 1% bonus point toward their course grade for participating, and that their responses would be anonymous and confidential. They were then asked to read and sign an informed consent form before beginning the questionnaire. Participants were requested to answer the questions based on their current job; unemployed participants were requested to answer the questions based on their most recent job.

The questionnaire package (see Appendix A) included items, which were interspersed, from the Organizational Cynicism Scale, the Organizational Commitment Scale, and the Job Satisfaction Survey, followed by the Empowerment Scale, the Philosophies of Human Nature cynicism subscale, the Life Orientation Test, and the cynicism thermometer. Items for the last four measures could not be mixed with the items from the first three because the rating scales differed. On the last page of the package participants were asked to record demographic information such as their age, the nature of their current job, whether they were paid an hourly wage or a salary, and whether they were responsible for managing other employees. Participants were given as long as they needed to complete the questionnaire, although most finished it within 20 minutes. A debriefing session took place on the last day of the class.

Results

Factor Analysis

Principle factors extraction with oblique (promax) rotation was performed on the 69 items of the Organizational Cynicism Scale. The items were coded according to the attitudinal aspect of organizational cynicism that they were intended to measure (i.e., cognition, affect, or behavior). It was hoped that, following the factor analysis, all of the cognition items would load onto one factor, all the affect items onto another, and all the behavior items onto another. Although the purpose of the factor analysis was exploratory, it was theoretically driven insofar as three factors were predicted. In addition, it was expected that the three factors would be correlated to some extent, being different aspects of the same construct (organizational cynicism). For this reason, oblique rotation, which does not assume independence of the factors, was chosen for the factor analysis. The initial

factor analysis produced a total of 18 factors, although only three main factors had eigenvalues greater than 1. Factors with eigenvalues of less than 1 are not considered important (Tabachnick & Fidell, 1996). Examination of the scree test also provided evidence for the presence of three main factors, as the slope of the plot leveled off between the third and fourth factors. The highest loading items on the first factor consisted of both cognition and affect items, the second factor was comprised primarily of affect items, and the third factor consisted of only two items (both of which, however, were behavior items). In an attempt to further refine the three factors, the factor analysis using oblique rotation was repeated, but this time the program was requested to force a three-factor solution. As shown in Table 2, the first factor was still a mixture of cognition and affect items; the highest loading factors on the second factor were affect items, although they consisted mainly of positively valenced items (such as “I’m proud of the work I do” and “I am inspired by my job”); and more behavior items loaded onto the third factor. The items were unevenly distributed between the three factors: Factor 1 had a total of 38 items that loaded above the generally accepted cutoff of .30 (Tabachnick & Fidell, 1996), of which 22 were cognition items; Factor 2 had a total of 15 items with factor loadings above .30, of which 8 were affect items; and Factor 3 had a total of 8 items with factor loadings above .30, of which 6 were behavior items.

The results of the second factor analysis were used as a guide to select items for a shortened, 12-item organizational cynicism scale. For the cognition subscale, four of the higher-loading cognition items from Factor 1 were selected. The highest-loading item, “I think that the employees in my organization who think the company cares about them are naïve,” was included. The second-highest-loading cognition item, “Management doesn’t care if I’m happy or not,” was excluded because even though statistically it belonged in the

Table 2

Factor Analysis of the Organizational Cynicism Scale Used in Study 1 (Oblique Rotation, Three Forced Factors)

Scale items	Type of item*	Factor 1	Factor 2	Factor 3
I think that the employees in my organization who think the company cares about them are naïve.	C	.85	-.06	.10
The way my company treats its employees makes me angry.	A	.83	.02	-.04
I can't help feeling dismayed at how my company is run.	A	.82	-.01	.01
I do not have much faith in the managers in my company.	A	.80	-.15	.20
Management doesn't care if I'm happy or not.	C	.80	.01	-.00
In my company, if you work hard, management will take advantage of you.	C	.79	-.05	-.02
I think that management does a good job of running the company. (-)	C	.78	-.13	.16
My company is more interested in profits than in its employees.	C	.77	.01	.01
I think my coworkers who enjoy their jobs just don't realize that they're being taken advantage of by the company.	C	.75	-.03	-.06
My contributions to my company are not appreciated.	C	.74	.08	-.07
In my company, you shouldn't believe everything that management tells you.	C	.73	-.21	.24
In my company, the opinions and ideas of employees are not considered important.	C	.72	.15	-.12
It doesn't pay to work hard for my company.	C	.70	.12	-.14
I feel that my company lacks integrity.	C	.70	.12	-.04
Management in my company does not consult employees on decisions that affect them.	C	.70	.05	-.12

In my company, employees are treated with respect. (–)	C	.67	.09	.17
In my company, you're better off trying to be your supervisor's "favourite" than in working hard.	C	.67	.04	–.08
I don't feel that I have much control over what happens to me at work.	C	.65	–.01	.00
I'm tired of all the company politics that go on where I work.	A	.64	–.26	–.08
I used to like my job more than I do now.	A	.63	–.15	–.08
If I wanted to change something about my working conditions, I feel confident that management would support me. (–)	C	.62	.12	.15
The president of my company is only interested in making money.	C	.61	.20	–.01
I feel that I am too good for the company I work for.	A	.58	.10	.03
I feel trapped in my job.	A	.57	.19	–.03
If management thought they could get away with it, they would pay us less than they do now.	C	.57	–.07	.16
Thinking about the company I work for makes me upset.	A	.55	.39	–.15
I would recommend my company to someone looking for a job. (–)	B	.55	.38	–.14
My interactions with management are usually positive. (–)	B	.53	–.04	.30
Before I accepted this job, I thought it would be much more enjoyable than it actually is.	C	.51	.19	.00
I would never talk negatively about the company with my coworkers. (–)	B	.51	–.11	.25
I've lowered my expectations since first joining the company.	C	.50	.08	.20
Getting ahead in my company depends on who you know, not what you know.	C	.47	–.15	.09
My employer does not consider my job to be important.	C	.47	.29	.20
I feel completely happy with my job. (–)	A	.45	.44	.04

I'm happy with the amount of money I make at my job. (→)	A	.43	.17	-.14
My company has no right to ask me to work overtime.	B	.41	.14	-.20
I'm counting the days until I can retire.	B	.36	.19	.06
No matter how bad my job was, I would not say bad things about my company in public. (→)	B	.34	-.08	-.06
Dress codes at work are just another way to try and control employees.	C	.29	.11	.01
I don't feel that I have any option but to stay in this job.	C	.29	.16	-.25
If I had a problem at work, I would talk to my supervisor about it. (→)	B	.28	.22	.23
It's not important to me whether or not my company has a good reputation in the community. (→)	C	.26	.22	.06
If I didn't like my job I would quit.	B	-.38	-.16	.08
I'm proud of the work I do. (→)	A	-.03	.84	.08
I'm proud of the work I do for my company. (→)	A	-.10	.73	.28
I'm proud to tell people where I work. (→)	A	.26	.68	-.12
My job makes me feel good about myself. (→)	A	.19	.64	.10
I feel that I make a significant contribution to my department. (→)	A	-.16	.58	.34
I am inspired by my job. (→)	A	.19	.57	.12
I set goals for myself in my job. (→)	B	.06	.52	.09
I could not feel good about myself if I did not try my best at my job. (→)	A	-.18	.46	.11
I have no problem with staying late to work on an important project every now and then. (→)	B	.16	.46	-.24
The better I become at my job, the more I enjoy it. (→)	A	.32	.39	.06
There's nothing I can do to make my job better than it is.	C	.19	.38	-.09
If given the choice by my company, I would not attend a team building workshop.	B	.19	.35	-.07

I wouldn't want to be a manager in my company.	B	.20	.33	.06
I would like to be promoted to a higher position in my company. (–)	B	–.20	.33	.06
I can see myself still working for this company in 10 years' time. (–)	B	.26	.30	–.01
Things have changed in my company since I began working there.	C	.37	–.54	.05
I believe that in my company people should keep their personal phone calls to a minimum.	B	–.11	.08	.66
I see nothing wrong with taking office supplies from my company for my own personal use.	B	.10	.01	.62
I try not to be late for work. (–)	B	–.10	.03	.59
It's important for me to be respected by management. (–)	A	.03	.18	.47
If I didn't feel like going in to work, I would have no qualms about phoning in sick, even if I wasn't.	B	.18	.08	.38
I support and go along with management's decisions. (–)	B	.21	–.09	.36
Employee evaluations are a good way to get feedback about your work. (–)	C	.03	.06	.34
If I were unhappy working for my company, I would not put much effort into my job.	B	–.05	.08	.33
If I were angry with my manager, taking a longer lunch break would make me feel better.	B	.28	–.11	.26
If things got unbearable at work, I could easily find another job. (–)	C	.18	–.15	–.23

Note. (–) indicates reverse scoring

* C = cognition; A = affect; B = behavior

factor, intuitively it was felt that it was not purely cognitive in nature. The next two highest-loading cognition items, “In my company, if you work hard, management will take advantage of you” and “I think that management does a good job of running the company” (reverse scored), were selected. The fourth cognition item, “I feel that my company lacks integrity,” was not the next-highest-loading item, but was selected because it was felt that the item tapped an important aspect of the cognitive component of organizational cynicism. The same procedure was used to select items for the affect subscale, with items that loaded onto Factor 2. The highest-loading affect item, “I’m proud of the work I do” (reverse scored), was not included because, in retrospect, it was decided that it related more to the employee’s job than to the organization, and it was also very similar to another item that was included. The second-highest-loading item, “I’m proud of the work I do for my company” (reverse scored), was selected. The third-highest-loading item, “I’m proud to tell people where I work” (reverse scored), was not included in order to avoid having a majority of the items focusing on the feeling of pride. The next-highest-loading item, “My job makes me feel good about myself” (reverse scored), was included. The factor loadings of the next two items were within .01 of each other, so the slightly lower-loading item, “I am inspired by my job” (reverse scored), was selected because the higher-loading item cross-loaded onto Factor 3. Due to the positive valence of all of the selected affect items, one affect item from Factor 2 that cross-loaded onto Factor 1 (“Thinking about the company I work for makes me upset”) was included in the affect subscale because it was negatively valenced. The four highest-loading behavior items from Factor 3 comprised the behavior subscale.

A subsequent factor analysis was then performed on the shortened scale. Principle factors extraction with oblique rotation resulted in a three-factor solution, although the

negatively valenced affect item had a higher loading (.74) on the cognition factor (Factor 1) than on the affect factor (Factor 2) (.50). According to Gorsuch (1983), if the simple structure of the factors is clear, then both oblique and orthogonal rotations should produce the same interpretations. The factor analysis was repeated, using varimax rotation, which is an orthogonal method of rotation that assumes that the factors are independent. It produced a similar solution, although the negatively valenced affect item still cross-loaded on the cognition factor (at .69) and had an even lower loading on the affect factor (.37). The oblique rotation solution was retained, and the factor loadings are listed in Table 3.

There was some evidence of correlation between the factors. The correlation between the cognition and affect factors was .48, $p < .01$. The correlation between the cognition and behavior factors was .21, $p < .05$. The correlation between the affect and behavior factors, at .15, was not significant.

If cognition, affect, and behavior are, in fact, components of the overall construct of organizational cynicism, then a factor analysis of the three factors should yield a single factor. The four items in each of the three factors of the 12-item scale were summed to yield a single composite score for each factor, and a secondary factor analysis was performed on the three factors. As shown in Table 4, the secondary factor analysis produced a single-factor solution, as predicted.

Internal Reliability

The internal consistency reliabilities (Cronbach's coefficient α) were .86 for the cognition subscale, .81 for the affect subscale, and .62 for the behavior subscale. Cronbach's alpha for the overall 12-item scale was .81. Although the alphas of the overall scale and the cognition and affect subscale are well over the minimum acceptable limit of

Table 3

Factor Analysis of the Reduced (12-item) Organizational Cynicism Scale Used in Study 1
(Oblique Rotation)

Scale items	Factor 1	Factor 2	Factor 3
<i>Cognition</i>			
I think that the employees in my organization who think the company cares about them are naïve.	.90	.33	.17
In my company, if you work hard, management will take advantage of you.	.83	.27	.06
I feel that my company lacks integrity.	.81	.40	.12
I think that management does a good job of running the company. (–)	.77	.29	.25
<i>Affect</i>			
My job makes me feel good about myself. (–)	.43	.89	.09
I'm proud of the work I do for my company. (–)	.27	.87	.20
I am inspired by my job. (–)	.42	.83	.11
Thinking about the company I work for makes me upset.	.74	.50	.00
<i>Behavior</i>			
I believe that people in my company should keep their personal phone calls to a minimum.	–.01	.11	.77
I see nothing wrong with taking office supplies from my company for my own personal use.	.22	.14	.71
If I didn't feel like going in to work, I would have no qualms about phoning in sick, even if I wasn't.	.28	.05	.66
I try not to be late for work. (–)	–.00	.12	.58

Note. (–) indicates reverse scoring

Table 4

Secondary Factor Analysis of the Three Factors of the Organizational Cynicism Scale
Used in Study 1

Scale items	Factor 1
Cognition	.83
Affect	.80
Behavior	.52

.70 suggested by Nunnally (1978), the internal consistency reliability of the behavior subscale is considerably lower.

Construct Validity

Correlations between the 12-item Organizational Cynicism Scale and the other scales administered were examined in order to determine the scale's relationship to other similar and dissimilar constructs. These correlations are listed in Table 5.

Job satisfaction. The correlation between scores on the Job Satisfaction Survey and the shortened Organizational Cynicism Scale was $-.82$, $p < .01$, meaning that organizational cynicism is associated with low job satisfaction, and vice versa. This correlation was higher than expected, although in examining the correlations of the subscales of both scales, it appears that it may be inflated by the strong correlation ($r = -.89$, $p < .01$) between the affect subscale of the Organizational Cynicism Scale and the nature of work subscale of the Job Satisfaction Survey. Based on Hinkle, Wiersma, and Jurs' (1994) rule for interpreting the size of a correlation coefficient, where .50 to .70 (and $-.50$ to $-.70$) is considered to be a moderate correlation, the correlations between the cognition subscale of the Organizational Cynicism Scale and the subscales of the Job Satisfaction Survey were either low or moderate (between $-.35$ and $-.65$), as expected. Correlations between the behavior subscale of the Organizational Cynicism Scale and the subscales of the Job Satisfaction Survey were low (under $-.20$). Internal reliability of the Job Satisfaction Survey was higher than reported by Spector (1985), with a Cronbach's alpha of .90 for the overall scale, .86 for the supervision subscale, .85 for the contingent rewards subscale, and .86 for the nature of work subscale.

Table 5

Means, Standard Deviations, α , and Intercorrelations Using the Revised, 12-Item Organizational Cynicism Scale

from Study 1

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Organizational cynicism	--												
2. Cognition subscale	.76**	--											
3. Affect subscale	.79**	.48**	--										
4. Behavior subscale	.56**	.21*	.15	--									
5. Cynicism thermometer	.69**	.59**	.59**	.19*	--								
6. Job satisfaction	-.82**	-.61**	-.75**	-.19*	-.69**	--							
7. JS: Supervision subscale	-.61**	-.38**	-.45**	-.16	-.56**	.83**	--						
8. JS: Contingent rewards subscale	-.67**	-.64**	-.52**	-.13	-.61**	.88**	.63**	--					
9. JS: Nature of work subscale	-.74**	-.45**	-.89**	-.20*	-.55**	.79**	.44**	.56**	--				
10. Organizational commitment	-.73**	-.60**	-.70**	-.21*	-.57**	.71**	.52**	.60**	.67**	--			
11. Empowerment	-.62**	-.39**	-.63**	-.27**	-.51**	.54**	.39**	.36**	.59**	.57**	--		
12. Trait Cynicism	.37**	.27**	.26**	.18*	.44**	-.39**	-.39**	-.35**	-.22*	-.27**	-.21*	--	
13. Optimism	-.32**	-.21*	-.30**	-.18*	-.27**	-.34**	.30**	.30**	.25**	.23**	.32**	-.44**	--
<i>M</i>	29.33	11.60	10.22	8.68	37.87	41.03	15.02	12.17	13.86	23.26	39.78	35.70	27.86
<i>SD</i>	7.90	2.64	3.46	3.02	29.26	9.73	3.91	3.98	3.74	6.46	7.29	7.57	5.52
α	.81	.86	.81	.62	--	.90	.86	.85	.86	.85	.80	.80	.86

* $p < .05$. ** $p < .01$.

Organizational commitment. The correlation between scores on the Organizational Commitment Scale and the shortened Organizational Cynicism Scale was $-.73$, $p < .01$, indicating that organizational cynicism is associated with low organizational commitment, and vice versa. This correlation was also higher than expected. Again, however, the affect subscale of the Organizational Cynicism Scale appears to be inflating the correlation, at $-.70$, $p < .01$. The correlation between the cognition subscale of the Organizational Cynicism Scale and the Organizational Commitment scale was moderate, as predicted, at $-.60$, $p < .01$, and the correlation between the behavior subscale of the Organizational Cynicism Scale and the Organizational Commitment Scale was low, at $-.21$, $p < .05$. Cronbach's alpha for the Organizational Commitment Scale, at $.85$, was within the range reported by Dunham et al., (1994).

Empowerment. In a similar pattern to the other scales, the affect subscale of the Organizational Cynicism Scale most strongly negatively correlated with the Empowerment Scale, at $-.63$, $p < .01$, whereas the correlation with the cognition subscale was moderate, as predicted, at $-.39$, $p < .01$, and the correlation with the behavior subscale was low, at $-.27$, $p < .01$. The correlation between scores on the Empowerment Scale and the Organizational Cynicism Scale as a whole was $-.62$, $p < .01$, which means that those scoring high in organizational cynicism tended to lack feelings of empowerment at work, while those who scored low in organizational cynicism tended to feel more empowered at work. Cronbach's alpha for the overall Empowerment Scale was $.80$, and for the Goal Internalization, Perceived Control, and Perceived Competence subscales, Cronbach's alphas were $.91$, $.91$, and $.75$, respectively. This is generally in line with the alphas reported by Menon (1999).

Optimism. The correlation between the Life Orientation Test and the shortened Organizational Cynicism Scale was, as predicted, negative, at $-.32$, $p < .01$. This indicates that organizational cynicism is associated with lower optimism, and vice versa, although the relationship is low to moderate. The correlations between the LOT and the subscales of the Organizational Cynicism Scale were fairly similar, at $-.21$, $p < .05$; $-.30$, $p < .01$; and $-.18$, $p < .05$ for the cognition, affect, and behavior subscales, respectively. Cronbach's alpha for the Life Orientation Test was $.86$, higher than reported by Scheier and Carver (1985).

Trait cynicism. The correlation between the cynicism subscale of the Philosophies of Human Nature (PHN) Scale and the shortened Organizational Cynicism Scale was positive but low, as predicted, at $.37$, $p < .05$. This indicates that as trait cynicism (as measured by the PHN Scale) increases (or decreases), so does state cynicism (as measured by the Organizational Cynicism Scale), although the relationship is not a strong one. All subscales of the Organizational Cynicism Scale correlated with the PHN Scale in a similar manner ($r = .27$, $p < .01$; $r = .26$, $p < .01$; $r = .18$, $p < .05$ for the cognition, affect, and behavior subscales, respectively). At $.80$, the Cronbach's alpha for the cynicism subscale of the PHN Scale was lower than the alpha of $.90$ reported by Brandes (1997), although still acceptable.

Cynicism thermometer. Scores on the Cynicism Thermometer were significantly and positively correlated with scores on the shortened Organizational Cynicism Scale, $r = .69$, $p < .01$, meaning that as scores on the Organizational Cynicism Scale increase or decrease, so do scores on the Cynicism Thermometer. Scores on the cognition and affect subscales were both moderately correlated with scores on the Cynicism Thermometer

($r = .59$, $p < .01$ for both subscales), and the behavior subscale correlation, $r = .19$, $p < .05$, was low.

Demographics. Scores on the 12-item Organizational Cynicism Scale and its subscales were not significantly correlated with any of the demographic variables measured (including number of hours worked per week, number of months at company, number of employees at company, and total months of work experience). Not surprisingly, empowerment and organizational commitment were significantly correlated with the number of months at the company ($r = .22$, $p = .01$; $r = .19$, $p = .03$, respectively), and empowerment was also significantly correlated with total number of months of work experience, $r = .25$, $p < .01$.

Discussion

Given that organizational cynicism is conceptualized as an attitude, prior research suggests that three separate but correlated components should emerge. Encouragingly, oblique rotation of the factor structure, which assumes that the factors are correlated, of the shortened 12-item scale provided an interpretable three-factor solution. Factor 1 consisted of four cognition items, Factor 2 consisted of four affect items (although one item cross-loaded onto Factor 1), and Factor 3 consisted of four behavior items, which suggests that the three factors are measuring the three hypothesized components of organizational cynicism. Further support for this is seen in the results of the secondary factor analysis of the three factors, from which a single factor emerged. Thus, the conceptualization of organizational cynicism as an attitude comprised of the related but distinct components of cognition, affect, and behavior was supported statistically by the factor analysis.

Although the internal reliability of the shortened Organizational Cynicism Scale was generally acceptable according to the .70 minimum alpha as suggested by Nunnally (1978), the low (.62) Cronbach's alpha of the behavior subscale is troublesome. It could be that these items did not accurately reflect the actual behaviors that participants felt they could realistically perform without risking their job, although the severity of these behaviors seems rather mild (e.g., making personal phone calls at work and trying not to be late for work). The limited number of items in the subscale could also be a factor, because alpha generally increases as the number of items increases (Nunnally, 1978); however, alphas were not adversely affected in the cognition and affect subscales, which had the same number of items.

The correlations between the cognition subscale of the Organizational Cynicism Scale and the Job Satisfaction Survey, the Organizational Commitment Scale, and the Empowerment Scale were negative, as predicted, with significant but moderate correlations indicating that the constructs were related but not identical. This suggests that the Organizational Cynicism Scale is measuring a similar but independent construct. The affect subscale of the Organizational Cynicism Scale was also negatively correlated with the Job Satisfaction Survey, the Organizational Commitment Scale, and the Empowerment Scale, but these correlations were higher than expected. It could be that there is less variability in affect when measuring issues related to an individual's attitude about her or his job, and therefore the affective component does not vary much between scales. It seems reasonable that the cognitive component of organizational cynicism (summarized by the statement, "I feel that my company lacks integrity"), although substantially different from the cognitive component of both job satisfaction (summarized by a statement such as "I am not satisfied with my job") and empowerment (summarized by a statement such as "I feel empowered

by my job”), could be associated with the same affective reaction (such as “I am not happy with my job”). Another possible reason for the higher correlation between job satisfaction and the affect subscale of the Organizational Cynicism Scale is that the JSS may be more of an affect-based measure of job satisfaction. It has been suggested that job satisfaction scales vary widely in their measurement of affective and cognitive aspects of the construct (Moorman, 1993), and hence if a more cognitive-based scale, or a more evenly balanced one, had been used, the correlations with the affect subscale may not have been so high.

The correlations between the behavior subscale of the Organizational Cynicism Scale and the Job Satisfaction Survey, the Organizational Commitment Scale, and the Empowerment Scale were lower than for the cognition and affect subscales. Although this could be a result of the lower reliability of the behavior subscale, it has been noted in the literature on the relationship between attitudes and behavior that predicting specific behaviors from work-related measures such as job satisfaction and employee morale is very difficult (Ajzen & Fishbein, 1977). According to Ajzen and Fishbein, the best predictor of an action or behavior is the attitude toward that specific action or behavior. Given this, it seems reasonable that because the measures of job satisfaction, organizational commitment, and empowerment assess general attitudes rather than attitudes about performing specific behaviors toward one’s organization, their predictive power was diminished. Ajzen and Fishbein’s theory would predict a much stronger relationship between, for example, the action of coming in late for work and an individual’s attitude toward coming in late for work than between coming in late for work and general satisfaction with one’s job. In light of Ajzen and Fishbein’s conclusions, the fact that any significant relationships between the behavior subscale of the Organizational Cynicism Scale and the other measures were found is encouraging.

The psychometric properties of the Organizational Cynicism Scale are promising. Its theorized tripartite structure is supported by the factor analysis, and comparison with other similar and dissimilar measures indicates that it has a certain degree of construct validity. Although the Cronbach's coefficient alpha for the behavior subscale is somewhat disappointing, it is believed that further refinement of the items in this subscale will improve its internal consistency reliability.

Study 2

One purpose of Study 2 was to refine the Organizational Cynicism Scale developed in Study 1 in order to improve its internal reliability, particularly that of the behavior subscale. Another purpose of Study 2 was to examine the role that employees' perceptions of negative events in their workplace play in organizational cynicism. Using Weiner's (1985) theory of social motivation, a model was developed that would attempt to explain the cognitive process involved in organizational cynicism. According to Weiner, following a negative event, we first try to determine the cause of the event. We then evaluate this perceived cause on the dimensions of locus, controllability, and stability. Based on our causal analysis, we make judgments of responsibility and develop expectations about future events. This is followed by an emotional response (anger, sympathy, and/or hope) and, in turn, a behavioral response.

Given that previous research has consistently found that organizational cynicism is related to particular outcome measures, such as high turnover, low job satisfaction, and lack of cooperation (Dean et al., 1998; Mirvis & Kanter, 1989; Reichers et al., 1997), it was expected that organizational cynicism would occur in the model before the behavioral response. In addition, because organizational cynicism is conceptualized as an attitude, it

seems unlikely that it would develop simply as a result of a cognitive analysis of an event, and hence it likely requires a particular emotional response as well. Organizational cynicism, therefore, appears in the model following the emotional analysis of the event but before the behavioral response. It functions as a mediating variable, accounting for the relationship between the emotions and the behaviors. In other words, according to the model, the antisocial behaviors that can follow an analysis of an event that results in anger are not due directly to the anger but, rather, from the organizational cynicism that is triggered by that anger. Conversely, the prosocial behaviors that can follow an analysis that results in sympathy and hope are not due directly to these positive emotions, but from the lack of organizational cynicism associated with these emotions. Figure 1 shows the predicted model, with organizational cynicism mediating the relationship between the emotions (anger, sympathy, and hope) and the behaviors (both positive and negative).

Specifically, the model tested was that judgments of responsibility resulting from internal and controllable attributions about the organization are positively related to anger and negatively related to sympathy. Expectations that develop from negative events that are perceived to be stable (i.e., expectations of similar negative events in the future) are negatively related to hope. In turn, anger is positively related to organizational cynicism, and sympathy and hope are negatively related to organizational cynicism. Organizational cynicism is positively related to negative behaviors and behavioral intentions, and negatively related to positive behaviors and behavioral intentions. It is recognized that both antisocial and prosocial behaviors can result from factors other than organizational cynicism, but these potential relationships are not explored in this study, and for the sake of readability of the model are not depicted in Figure 1.

Weiner's (1985) model is a model of social motivation toward individuals. Although it has been suggested that employees will, in fact, socially motivate toward their organization (i.e., a group) (Hamilton & Sanders, 1999; Menon et al., 1999), and that they do judge 'up the ladder' to their manager or supervisor (Konst et al., 1999; Silvester et al., 1999), these types of studies have tended to be scenario-based, and none have examined both of these phenomena together. This study examined attributions made by employees toward their organization, their manager, and a coworker, in the hopes of providing more evidence for the generalizability of Weiner's theory to social motivation toward groups.

Method

Participants

Participants were 124 undergraduate students enrolled in an upper-level psychology course. They received a 1% bonus credit on their final course grade for participating. There were 101 (81.4%) females and 23 (18.6%) males. The age of participants ranged from 19 to 42 years, with an average age of 23 years ($SD = 4.29$). Participants had, on average, 5 years (60 months, $SD = 40.3$) of work experience. Most (70%) of the participants were employed at the time of the study, working an average of 23.6 ($SD = 14.0$) hours per week. The most common type of job held was in the sales/service/customer support industry, with 50 participants (41%) being employed in this area. Other common types of job were office/clerical and education (see Table 6).

Table 6

Common Types of Job Held by Participants in Study 2

<u>Job category</u>	<u>n</u>	<u>%</u>
Sales/service/customer support	50	41.0
Office/clerical	25	20.5
Education	14	11.4
Health industry	11	9.0
General labor	6	4.9
Computer/technical	4	3.3
Self-employed	2	1.6
Professional	1	0.8
Tradesperson	1	0.8
Other	8	6.6

Note. Two participants did not indicate type of job held.

Measures

Organizational Cynicism Scale. The 12 items from the Organizational Cynicism Scale developed in Study 1 were used, and additional items were included to try and improve the psychometric properties of the scale, resulting in a total of 40 items. The basic tripartite structure was retained, with the three dimensions of cognition, affect, and behaviors. Specifically, nine more affect items were included, with a focus on negatively valenced items (such as “My company irritates me”), and seven behavior items were added that it was hoped would more accurately reflect what employees could realistically perform in their organization (such as “I complain about my company to others”). Twelve new cognition items were added to include a wider range of possible cognitions about the organization. Level of agreement with each item was once again rated on a 5-point scale (where 1 = strongly disagree and 5 = strongly agree).

Job satisfaction. In order to test the construct validity of the Organizational Cynicism Scale, a measure of job satisfaction was included in the study. In Study 1 it was suggested that the Job Satisfaction Survey (Spector, 1985) may have been too affect-based; therefore a different measure of job satisfaction was selected for this study. Moorman (1993) recommends the Minnesota Satisfaction Questionnaire (MSQ) (Weiss, Dawis, England, & Lofquist, 1967) as a cognitive-based measure of job satisfaction. The MSQ is a 20-item scale with subscales measuring intrinsic and extrinsic job satisfaction. The subscales have been reported as having Cronbach’s alphas of .80 and .83, respectively (Moorman, 1993). Initial wording of the MSQ includes the stem, “How satisfied are you with the following aspects of your current job?”, followed by items such as “Being able to keep busy all the time” and “The feeling of accomplishment you get from the job,” which participants are asked to rate on a 5-point scale (where 1 = very satisfied and 5 = very

dissatisfied). The lower the score on the MSQ, the higher the job satisfaction. It was expected that job satisfaction would be negatively correlated with organizational cynicism, although because the scoring of the MSQ is opposite that of the Organizational Cynicism Scale, this would appear statistically as a positive correlation. The correlation should not be so high as to suggest that they are measuring the same concept.

Cynicism/burnout. The cynicism subscale of the Maslach Burnout Inventory — General Survey (MBI—GS; Schaufeli, Leiter, Maslach, & Jackson, 1996) was included as a test of the convergent validity of the Organizational Cynicism Scale. The MBI—GS cynicism subscale consists of 5 items, including, for example, “I have become less interested in my work since I started this job,” rated on a 5-point scale (where 1 = strongly disagree and 5 = strongly agree). Cronbach’s alphas for the cynicism subscale of the MBI—GS have been reported as ranging from .62 to .78 (Schutte, Toppinen, Kalimo, & Schaufeli, 2000). It was expected that this subscale would correlate positively with the Organizational Cynicism Scale, but because the cynicism subscale of the MBI—GS does not have specific cognitive, affective, and behavioral components, the correlation should not be so strong that they are viewed as measuring the same concept.

Negative affectivity. It has been suggested that the dispositional trait of negative affectivity can play a role in job dissatisfaction and related constructs (Levin & Stokes, 1989). The Negative Affect Schedule of the Positive and Negative Affect Schedule (PANAS; Watson, Clark, & Tellegen, 1988) was used to measure negative affectivity. The PANAS measures to what extent an individual generally feels various feelings and emotions, rated on a 5-point scale (where 1 = not at all and 5 = extremely). Items include such feelings and emotions as “Irritable” and “Inspired” (which is negatively scored). Watson et al. report Cronbach’s alphas of .84 to .87 for the Negative Affect Schedule.

Given its dispositional nature, it is expected that negative affectivity will have a low but positive correlation with organizational cynicism.

Trait cynicism. The cynicism subscale of the Philosophies of Human Nature (PHN) Scale as described in Study 1 was used to further test the construct validity of the Organizational Cynicism Scale.

Cynicism thermometer. The Cynicism Thermometer as described in Study 1 was used to provide an additional measure of convergent validity; however, for this study, the definition of organizational cynicism was not included. Participants were merely asked to rate on the 100-point scale how cynical they felt about the company for which they currently worked.

Procedure

Participants were approached during class to participate in a study examining work attitudes. They were informed that their participation was voluntary, but that they would receive a 1% bonus point toward their course grade for participating, and that their responses would be anonymous and confidential. They were then asked to read and sign an informed consent form before beginning the questionnaire. Participants were requested to answer the questions based on their current job; unemployed participants were requested to answer the questions based on their most recent job.

The questionnaire (see Appendix B) consisted of four sections. Section A (none of the sections were identified on the questionnaire) contained the MSQ, the MBI—GS cynicism subscale, the Negative Affect Schedule of the PANAS, and the PHN Scale.

In Section B participants were asked to recall three specific negative events at work that had taken place during the previous six months. They were asked to describe one event

relating to their organization in general, one relating to their manager, and one relating to a coworker. For each event, participants were asked to indicate in a few words what they felt was the main cause of the event, to rate how representative this event was of their usual interactions with their company, manager, or coworker on a 7-point scale (where 7 = very representative and 1 = not at all representative) and to rate the impact of the event (where 1 = very negative and 7 = very positive). Participants' causal analyses of the event were assessed through single-item measures of their perceptions of the locus, controllability, and stability of the event, rated on a 7-point scale. The measure for locus, for example, began "Would you say that the main cause of the event:" followed by Reflected an aspect of your coworker at one end of the 7-point scale and Reflected an aspect of the situation at the other end. Perceptions of responsibility and expectations were assessed through similar single-item measures, as were the emotions of anger, sympathy, and hope. Behaviors were measured in a similar manner. Due to the fact that in a work setting, particularly in interactions with management, employees may be inhibited from acting as they would like due to the threat of disciplinary actions or even firing, both behaviors and behavioral intentions following the negative event were measured. Participants were asked to rate to what degree (where 1 = not at all and 7 = a great deal) they wanted to respond to the event with positive actions and to what degree they wanted to respond with negative actions, to what degree they did respond with positive and negative actions, and to what degree they wanted to but didn't respond with positive and negative actions. Finally, participants were asked to rate on a 7-point scale how successful they felt their behavior and actions were in preventing similar events from occurring in the future (where 1 = not at all successful and 7 = very successful).

Section C of the questionnaire consisted of the 40-item Organizational Cynicism Scale and the Cynicism Thermometer.

Section D contained demographic questions such as participants' age, the nature of their current job, whether they were paid by hourly wage or by salary, and whether they were responsible for managing other employees.

The order of the sections was partially counterbalanced. Half of the questionnaires contained Section A, B, C, then D, and half contained Section B, C, A, then D. Within Section B, the order of the company and manager events was also counterbalanced, such that half of the participants were asked to recall a negative event involving their company first, followed by a negative event involving their manager, and then a negative event involving their coworker, and half were asked to recall a negative event involving their manager first, followed by a negative event involving their company, and then a negative event involving their coworker. It was hypothesized that a negative event involving a coworker would be less likely to lead to cynicism against the organization, and hence the coworker event was always positioned last. Thus, there were four versions of the questionnaire, which were randomly distributed to participants.

Participants were given as long as they needed to complete the questionnaire. Most completed it within 40 minutes. They were thanked for their participation, and a debriefing session took place on the last day of class.

Results and Discussion

Order Effects

T-tests were performed to determine if there were order effects for the placement of the various sections within the questionnaires (either Section A, B, C, then D, or Section B,

C, A, then D). Participant ratings of all the variables listed in Table 7 for Company, Manager, and Coworker were compared by t -tests, with a conservative p value of .01 to control for the increased possibility of making a Type I error. None of the tests were significant, and thus it was concluded that the order in which the sections were presented did not have an effect on participants' ratings.

T-tests were also performed to check for order effects of the items within Section B (either Company/Manager/Coworker or Manager/Company/Coworker). Using the same conservative value of $p = .01$, none of the tests were significant except for ratings of the perceived success of the behavior following a negative event involving one's manager, $t(116) = -2.73$, $p = .007$ (see Table 7). The measure of perceived success was not included for analysis in this study.

Participants were solicited from two sections of the same course, held on different days and at different times. T-tests between the two classes on the variables listed in Table 7 showed no significant differences between the ratings of the Tuesday 8:30 am class and the Thursday 11:30 am class.

Because no order effects were found on any of the variables that were included for analysis in the study, responses from the four versions of the questionnaire were aggregated, as were the responses from the two different classes.

Factor Analysis of the Organizational Cynicism Scale

Principle factors extraction with oblique (promax) rotation was performed on the 40 items of the Organizational Cynicism Scale. As in Study 1, it was predicted that the items would load onto three correlated factors, with the cognition items loading onto one factor, the affect items onto another, and the behavior items onto another; however, seven

Table 7

Means of Subject Ratings on Measured Variables as a Function of the Placement of the Scenario within Section B (either Company then Manager, or Manager then Company) in Study 2

Variable	Scenario					
	Company		Manager		Coworker	
	Order 1 ^a	Order 2 ^b	Order 1 ^a	Order 2 ^b	Order 1 ^a	Order 2 ^b
Locus	5.07	5.37	5.31	4.98	5.35	5.65
Control	6.05	6.00	6.07	5.70	6.07	5.93
Stability	4.25	4.40	4.18	4.16	4.42	4.70
Responsibility	5.62	5.96	5.84	5.49	6.07	5.91
Expectations	4.22	4.25	3.72	4.20	4.21	3.65
Anger	5.15	5.21	5.25	5.21	5.47	5.30
Sympathy	2.50	2.65	2.56	2.68	2.70	2.78
Hope	3.18	2.87	2.93	3.35	2.93	2.85
Behavior WantPos	3.83	3.35	3.54	4.00	3.04	3.21
Behavior DidPos	4.40	4.10	4.02	4.58	3.58	3.47
Behavior WantNeg	4.02	4.62	4.43	4.25	4.74	4.64
Behavior DidNeg	3.05	3.27	3.03	3.16	3.19	3.38
Perceived success	3.22	2.56	3.18	4.04	3.54	3.70

Note. There were no significant differences between the means of Order 1 and Order 2 within each scenario, $p < .01$, with the exception of the ratings for Perceived success within the Manager scenario ($t(116) = -2.73, p < .01$).

^a Order 1 = Company, then Manager, then Coworker scenario

^b Order 2 = Manager, then Company, then Coworker scenario

factors with eigenvalues greater than 1 were interpretable. An examination of the scree test showed that the slope of the plot changed the most between the third and fourth factors, but leveled off between the fourth and fifth factors. Given that the results of the factor extraction were ambiguous, the principle factors extraction with oblique rotation was repeated, but the program was requested to force a three-factor solution. Factor loadings are listed in Table 8. Most of the cognition items loaded onto Factor 1 (although some of the higher-loading items were affect items), most of the affect items loaded onto Factor 2, and most of the behavior items loaded onto Factor 3. A similar structure was produced using principle factors extraction with orthogonal (varimax) rotation, which indicates that the simple structure is clear and provides support for the theory underlying the factor analysis (Gorsuch, 1983).

The results of the factor analysis with oblique rotation were used as a guide to select items for a shortened scale. Five of the highest-loading cognition items from Factor 1 were selected. Although the item “The president of my company is only interested in making money” was one of the five highest-loading items in Factor 1, it was not selected because it was very similar to a higher-loading item that was already selected (“My company is more interested in profits than in its employees”). For this reason, this item was dropped and the sixth-highest-loading item was included instead. The five highest-loading affect items from Factor 2 were selected. The four highest-loading behavior items from Factor 3 were selected, along with one behavior item that had cross-loaded slightly higher onto Factor 1 (“I would never talk negatively about the company with my coworkers”). This item, which was reverse-scored, was included because it was felt that it assessed a possible and relatively benign behavior that was not tapped by the other behavior items.

Table 8
Factor Analysis of the 40-Item Organizational Cynicism Scale Used in Study 2
(Promax Rotation, Three Forced Factors)

Scale items	Type of item*	Factor 1	Factor 2	Factor 3
I do not have much faith in the managers in my company.	A	.84	.08	-.03
In my company, employees are treated with respect. (-)	C	.82	-.07	.10
The way my company treats its employees makes me angry.	A	.81	.18	-.12
I feel disgusted at some of the things that go on in my company.	A	.80	-.01	-.15
I think that management does a good job of running the company. (-)	C	.79	-.16	.07
I can't help feeling dismayed at how my company is run.	A	.76	-.02	.11
My company is more interested in profits than in its employees.	C	.71	.10	.02
The president of my company is only interested in making money.	C	.70	.10	-.11
I feel that my company lacks integrity.	C	.70	.15	-.02
In my company, you shouldn't believe everything that management tells you.	C	.69	.21	-.03
Management in my company does not consult employees on decisions that affect them.	C	.69	.09	-.03
I would never talk negatively about the company with my coworkers. (-)	B	.56	-.25	.44
Management doesn't care if I'm happy or not.	C	.56	.23	.07
In my company, if you work hard, management will take advantage of you.	C	.56	.40	-.22
In my company, the opinions and ideas of employees are not considered important.	C	.54	.27	.06

My contributions to my company are not appreciated.	C	.52	.26	.04
I think that the employees in my organization who think the company cares about them are naïve.	C	.50	.37	-.01
I complain about my company to others.	B	.47	.36	.13
I often exchange “knowing glances” with my coworkers when my manager is around.	B	.35	-.05	.22
When I think about the company I work for I feel anxious.	A	-.05	.83	-.24
I am not happy with my job.	A	.05	.83	.12
I’m embarrassed to tell people where I work.	A	-.01	.71	-.10
My company irritates me.	A	.31	.62	-.04
I am inspired by my job. (-)	A	.01	.61	.34
I think my coworkers who enjoy their jobs just don’t realize that they’re being taken advantage of by the company.	C	.16	.60	-.09
My job makes me feel good about myself. (-)	A	-.02	.56	.36
I’m proud of the work I do for my company. (-)	A	.01	.52	.36
I don’t like the company I work for.	A	.39	.51	.08
I would like to quit my job.	B	.25	.50	.22
Thinking about the company I work for makes me upset.	A	.36	.49	.02
It doesn’t pay to work hard for my company.	C	.38	.47	.07
I feel that I am too good for the company I work for.	C	.21	.45	.03
In my company, you’re better off trying to be your supervisor’s “favourite” than in working hard.	C	.32	.40	-.08
If I didn’t feel like going in to work, I would have no qualms about phoning in sick, even if I wasn’t.	B	-.00	.06	.59
I see nothing wrong with taking office supplies from my company for my own personal use.	B	-.02	-.10	.59
If my company asked me to postpone my holiday to work on an important project, I would. (-)	B	.21	.02	.58

I would do whatever it takes to gain the respect of management in my company. (-)	B	.39	-.13	.57
I do only what's required of me by my job and nothing more.	B	-.30	.56	.49
I believe that people in my company should keep their personal phone calls to a minimum. (-)	B	-.25	-.06	.39
I try not to be late for work. (-)	B	-.05	.23	.37

Note. (-) indicates reverse scoring

* C = cognition; A = affect; B = behavior

A subsequent factor analysis was then performed on the shortened, 15-item scale. Principle factors extraction with oblique rotation resulted in a three-factor solution, with all cognition items loading onto Factor 1, all affect items loading onto Factor 2, and all behavior items loading onto Factor 3. As shown in Table 9, all factor loadings were well above the minimum cutoff of .30 suggested by Tabachnick and Fidell (1996). The solution provides support for the theory of organizational cynicism as comprised of the three separate but correlated components of cognition, affect, and behavior. The correlation between the cognition and affect factors was .66. The correlation between the cognition and behavior factors was .50. The correlation between the affect and behavior factors was .43. All were significant at $p < .01$.

As in Study 1, the items in each of the three factors of the 15-item scale were added to yield a single item for each factor, and a secondary factor analysis was performed on the three items. As expected, a single factor emerged, which indicates that cognition, affect, and behavior are components of the overall construct of organizational cynicism. Factor loadings for the secondary factor analysis are shown in Table 10.

Internal Reliability

The internal consistency reliabilities (Cronbach's coefficient α) for the shortened Organizational Cynicism Scale were .87 for the cognition subscale, .86 for the affect subscale, and .65 for the behavior subscale. Cronbach's alpha for the overall 15-item scale was .89. In Study 1 the Cronbach's alphas for these subscales were .86 for the cognition subscale, .81 for the affect subscale, .62 for the behavior subscale, and .81 for the overall scale. This iteration of the Organizational Cynicism Scale, therefore, has improved internal reliability over the scale developed in Study 1. Although there is significant item overlap

Table 9
Factor Analysis of the 15-Item Organizational Cynicism Scale Used in Study 2
(Promax Rotation)

Scale items	Factor 1	Factor 2	Factor 3
<i>Cognition</i>			
I think that management does a good job of running the company. (–)	.88	–.12	–.05
I feel that my company lacks integrity.	.79	.14	–.05
In my company, employees are treated with respect. (–)	.78	–.07	.15
In my company, you shouldn't believe everything that management tells you.	.68	.23	–.03
My company is more interested in profits than in its employees.	.54	.23	.10
<i>Affect</i>			
When I think about the company I work for I feel anxious.	–.10	.90	–.17
I am not happy with my job.	.13	.77	.11
I'm embarrassed to tell people where I work.	–.02	.77	–.06
My company irritates me.	.37	.63	–.04
I am inspired by my job. (–)	–.01	.62	.38
<i>Behavior</i>			
I see nothing wrong with taking office supplies from my company for my own personal use.	–.36	.04	.77
If my company asked me to postpone my holiday to work on an important project, I would. (–)	.18	.02	.62
I would do whatever it takes to gain the respect of management in my company. (–)	.15	.10	.58
If I didn't feel like going in to work, I would have no qualms about phoning in sick, even if I wasn't.	.16	–.16	.53
I would never talk negatively about the company with my coworkers. (–)	.36	–.11	.50

Note. (–) indicates reverse scoring

Table 10

Secondary Factor Analysis of the Three Factors of the Organizational Cynicism Scale
Used in Study 2

Scale items	Factor 1
Cognition	.87
Affect	.84
Behavior	.76

between the two scales, Cronbach's alphas for the overall scale and the three subscales are higher in this version of the scale. The internal reliability of the behavior subscale, although closer to the .70 cutoff suggested by Nunnally (1978), could still be improved.

Construct Validity

Correlations of the 15-item Organizational Cynicism Scale with the other scales administered were examined in order to determine the scale's relationship to other similar constructs. Correlations are listed in Table 11.

Job satisfaction. The correlation between scores on the MSQ and the shortened Organizational Cynicism Scale was .79, $p < .01$ (recall that this scale was scored such that a low score meant higher job satisfaction; hence the positive correlation). This means that as organizational cynicism increased, job satisfaction decreased, and vice versa.

Correlations between the MSQ and the individual subscales of the Organizational Cynicism Scale are somewhat lower ($r = .72$, $p < .01$ for the cognition subscale, and $r = .76$, $p < .01$ for the affect subscale), with the lowest (but still moderate) correlation between the MSQ and the behavior subscale, at .47, $p < .01$. Cronbach's alpha for the MSQ was .89 overall, and for the intrinsic and extrinsic subscales, .83 and .80, respectively. This is consistent with the alphas reported by Moorman (1993).

Cynicism/burnout. There was a moderate-to-high significant correlation ($r = .69$, $p < .01$) between the cynicism subscale of the MBI—GS and the Organizational Cynicism Scale. This is not unexpected, since both scales claim to measure cynicism in the workplace. The cynicism subscale of the MBI—GS is unidimensional, however, and correlates most strongly with the affect subscale of the Organizational Cynicism Scale ($r = .77$, $p < .01$). This indicates that the MBI—GS subscale may be measuring the

Table 11

Means, Standard Deviations, α , and Intercorrelations Using the 15-Item Organizational Cynicism Scale from Study 2

Scale	<u>M</u>	<u>SD</u>	α	1	2	3	4	5	6	7	8	9
1. Organizational cynicism	42.92	11.49	.89	--								
2. Cognition subscale	15.02	5.12	.87	.88**	--							
3. Affect subscale	13.30	4.90	.86	.85**	.66**	--						
4. Behavior subscale	14.51	3.85	.65	.74**	.50**	.43**	--					
5. Job satisfaction ^a	52.22	13.19	.89	.79**	.72**	.76**	.47**	--				
6. Cynicism/burnout	15.59	5.21	.88	.69**	.56**	.77**	.37**	.71**	--			
7. Negative affectivity	23.56	5.14	.72	.47**	.39**	.59**	.20	.50**	.54**	--		
8. Trait cynicism	32.96	7.56	.82	.22	.21	.17	.12	.15	.26*	.32**	--	
9. Cynicism thermometer	52.75	28.08	--	.86**	.81**	.80**	.51**	.69**	.64**	.45**	.16	--

^a Since a higher score on the MSQ indicates less job satisfaction, the positive correlation between organizational cynicism and job satisfaction means that the less one is satisfied with one's job, the more cynical one will be about one's company.

* $p < .05$. ** $p < .01$.

emotional aspect of organizational cynicism, but, considering its lower correlation ($r = .56$, $p < .01$) with the cognition subscale of the Organizational Cynicism Scale, and even lower correlation ($r = .37$, $p < .01$) with the behavior subscale, it probably is not tapping into these aspects of cynicism. Internal reliability of the cynicism subscale of the MBI—GS was higher than found in previous studies, with a Cronbach's alpha of .88.

Negative affectivity. There was a moderate significant correlation ($r = .47$, $p < .01$) between the Negative Affect Schedule of the PANAS and the Organizational Cynicism Scale. This means that high (or low) organizational cynicism is associated with high (or low) negative affectivity, although the relationship is not strong. Not surprisingly, the affect subscale of the Organizational Cynicism Scale had the highest correlation ($r = .59$, $p < .01$); correlations for the cognition and behavior subscales, at .39, $p < .01$ and .20, n.s., respectively, were low. This suggests that negative affect is only a small component of organizational cynicism. At .72, the Cronbach's alpha for the Negative Affect Schedule of the PANAS was lower than reported by Watson et al. (1988), although still considered acceptable.

Trait cynicism. Using an alpha level of .05, the cynicism subscale of the Philosophies of Human Nature scale did not correlate significantly with the Organizational Cynicism Scale nor any of its subscales. This was expected, because organizational cynicism is conceptualized to be situation-specific and not related to individual personality traits. This suggests that, consistent with earlier research on organizational cynicism (Andersson & Bateman, 1997; Guastello et al., 1991), organizational cynicism is not significantly related to cynicism about life in general. Cronbach's alpha for the PHN Scale was .82, which is consistent with that found in Study 1, although still lower than reported by Brandes (1997).

Cynicism thermometer. The correlation between the single-item Cynicism Thermometer and organizational cynicism was high, at .86, meaning that as scores on the Organizational Cynicism Scale increase or decrease, so do scores on the Cynicism Thermometer. The correlation for the behavior subscale of the Organizational Cynicism Scale was moderate, at .51, $p < .01$, which suggests that the cynicism thermometer may not be tapping into the behavioral component of organizational cynicism as much as it does the cognitive and affective components. The fact that the Cynicism Thermometer, being a single-item measure, tapped into the behavioral component as much as it did is encouraging, however, because it provides validation that there is a behavioral component to organizational cynicism and it indicates that the 15-item Organizational Cynicism Scale is more effective at assessing this component.

Demographics. Scores on the 15-item Organizational Cynicism Scale and its subscales were not significantly correlated with any of the demographic variables measured (including number of hours worked per week, number of months at company, number of employees at company, and total months of work experience).

The construct validity and internal reliability of the items of the Organizational Cynicism Scale used in this study are more acceptable than for the items used in Study 1. Examination of the correlations of the various subscales of the Organizational Cynicism Scale with the other measures suggests that it taps into unique aspects of workplace attitudes. Although the items in both iterations of the scale are similar, the addition in Study 2 of negatively valenced items to the affect subscale and the inclusion of more varied behavior items improved the internal reliability of both the overall scale and the subscales. At .65, Cronbach's coefficient alpha for the behavior subscale is still below the generally

accepted cutoff of .70 (Nunnally, 1978), and thus more work needs to be done to improve the reliability of this subscale.

Given that improvements to the items increased the internal consistency reliability of the behavior subscale, and its correlations were more in line with those of the cognition and affect subscales than they were in Study 1, it is believed that further refinement of this subscale would produce an acceptable measure of the behaviors associated with the attitude of organizational cynicism. Possible refinements include focusing more on general negative behaviors rather than specific actions, in order to make the subscale more relevant to a wider range of jobs and situations. Hanisch, Hulin, and Roznowski (1998) argue that aggregate measures of negative behaviors in the workplace may be more appropriate than individual, specific measures when studying constructs such as organizational withdrawal because individual actions may be constrained by external forces, such as fear of being caught or pressure from coworkers. Making the items in the behavior subscale more general, and even more reflective of what employees realistically can do in their organization, may increase its internal reliability. Another refinement that could improve the overall internal reliability of the scale is to reword the items that loaded onto more than one factor to make them more clearly cognitive, affective, or behavioral.

Testing the Model

In order to test the proposed model of the mediational role of organizational cynicism within Weiner's (1985) model of social motivation, structural equation modeling (SEM) using the EQS program (Bentler & Wu, 1995) was performed. SEM is the most appropriate analysis for this purpose because it is able to examine the relationships between a number of variables simultaneously, and thus is best-suited to test not only whether

organizational cynicism mediates the relationship between emotions and behaviors but also to examine the mediational role of judgments of responsibility and expectations following a negative event at work. SEM also provides measures of the acceptability of the “fit” of the model to data.

The variables shown in the model in Figure 1 were included in the SEM. Three sets of data for each of these variables (except organizational cynicism) had been collected from each participant: one for a negative event involving their company, one involving their manager, and one involving a coworker. It was suspected that organizational cynicism would not be related to a negative event involving a coworker; however, it could be equally likely following a negative event involving either one’s company or one’s manager. Analysis of variance of the means for locus, controllability, stability, responsibility, expectation, anger, sympathy, and hope showed no significant differences between ratings of these variables for either company, manager, or coworker (see Table 12). Ratings for company and manager also did not differ significantly on the behaviors, but ratings for coworker did significantly differ from those for company and manager on some of the behaviors. Because mean ratings for company and manager did not differ significantly on any of the variables included in the model, these ratings for all variables were combined in the testing of the model. The composite measure was created by summing and averaging across participants’ responses to the company and manager scenarios. Ratings for coworker, however, were not included, since the differences in the behavior ratings indicate that, as suspected, there may be differences between perceptions of negative events involving coworkers and those involving one’s company or manager, and that organizational cynicism may play a different (or nonexistent) role in coworker interactions.

Table 12

Comparison of Means of Measured Variables in Company, Manager, and Coworker Scenarios in Study 2

	Scenario		
	Company	Manager	Coworker
Locus	5.21	5.15	5.50
Controllability	6.03	5.89	6.00
Stability	4.04	4.01	4.31
Responsibility	5.78	5.67	5.99
Expectations	4.31	4.17	4.56
Anger	5.18	5.23	5.39
Sympathy	2.57	2.62	2.74
Hope	3.04	3.14	2.89
Behavior WantPos	3.61	3.76 _a	3.12 _a
Behavior DidPos	4.26 _a	4.29 _b	3.53 _{a b}
Behavior WantNeg	4.29	4.34	4.69
Behavior DidNeg	3.15	3.09	3.28
Perceived Success	2.91 _a	3.59	3.62 _a

Note. Significant ($p < .005$) comparisons among the three scenarios

are represented by similar subscripts; all other means are not

significantly different from each other.

The correlation matrix of the combined company/manager data is given in Table 13. This matrix was used as input to EQS. Listwise deletion was used to deal with missing values, resulting in a sample size of 108. The results of the analysis show that the fit of these data to the model after modifications (see below) was acceptable, with a comparative fit index (CFI) of .967 (Bentler, 1990). According to Bentler, a CFI greater than .90 is considered acceptable. The fit value of the model was $\chi^2(72, N = 108) = 95.79, p = .03$. Although a nonsignificant χ^2 is indicative of a good fitting model, χ^2 is dependent on N and can be affected by both large and small sample sizes. Since N in this study was small, χ^2 may not have been accurately distributed, leading to an erroneous probability value (Ullman, 1996). Ullman suggests that, regardless of the probability value, the fit may be considered acceptable when the ratio of χ^2 to the degrees of freedom is less than 2. Using these criteria, the fit of the model (with $\chi^2 = 95.79$ and 72 degrees of freedom) can be considered to be good.

Although a model of organizational cynicism was proposed and initially tested, the intent of this study was the development of a model of organizational cynicism, and thus it was expected that the existing model would require some modification. SEM allows for the modification of the model for the best fit to the data. One aspect of model modification through SEM is the Lagrange Multiplier (LM) test, which indicates which, if any, parameters (paths between variables) should be added to the model to improve the fit. The LM test for this model recommended adding no additional parameters to the model. Another aspect of model modification is the Wald test, which indicates which, if any, parameters should be subtracted from the model in order to improve the fit. Through application of the Wald test, the deletion of many of the parameters between the emotions

Table 13

Correlation Matrix of Combined Company and Manager Data in Study 2

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1. Locus	1.000														
2. Control	.527*	1.000													
3. Stability	.341*	.263	1.000												
4. Resp.	.597*	.719*	.175	1.000											
5. Exp.	.418*	.201	.513*	.228	1.000										
6. Anger	.452*	.395*	.168	.448*	.283	1.000									
7. Sympathy	-.473*	-.471*	-.190	-.567*	-.202	-.577*	1.000								
8. Hope	-.511*	-.409*	-.304	-.452*	-.421*	-.573*	.470*	1.000							
9. Cyn-Cog	.363*	.191	.154	.289*	.301*	.407*	-.380*	-.428*	1.000						
10. Cyn-Aff	.275	.152	.118	.270*	.315*	.318*	-.208	-.393*	.628*	1.000					
11. Cyn-Beh	.221	.206	.002	.256	-.012	.216	-.380*	-.292	.503*	.426*	1.000				
12. BW+ ^a	-.355*	-.281	-.063	-.312*	-.209	-.467*	.537*	.410*	-.384*	-.317*	-.454*	1.000			
13. BD+ ^b	-.101	-.075	.086	-.105	-.104	-.295*	.259	.227	-.211	-.262	-.468*	.625*	1.000		
14. BW- ^c	.316*	.309*	.167	.385*	.306*	.601*	-.476*	-.455*	.353*	.358*	.311*	-.529*	-.424*	1.000	
15. BD- ^d	.201	.088	.071	.211	.204	.366*	-.295*	-.377*	.446*	.381*	.425*	-.577*	-.654*	.586*	1.000
<u>M</u>	5.22	5.97	4.06	5.74	4.31	5.24	2.56	3.02	15.48	13.67	14.54	3.67	4.27	4.34	3.14
<u>SD</u>	1.26	.97	1.39	1.05	1.30	1.27	1.21	1.15	4.87	4.94	3.96	1.34	1.40	1.60	3.20

* p < .05

^a Behavior Want Positive^b Behavior Did Positive^c Behavior Want Negative^d Behavior Did Negative

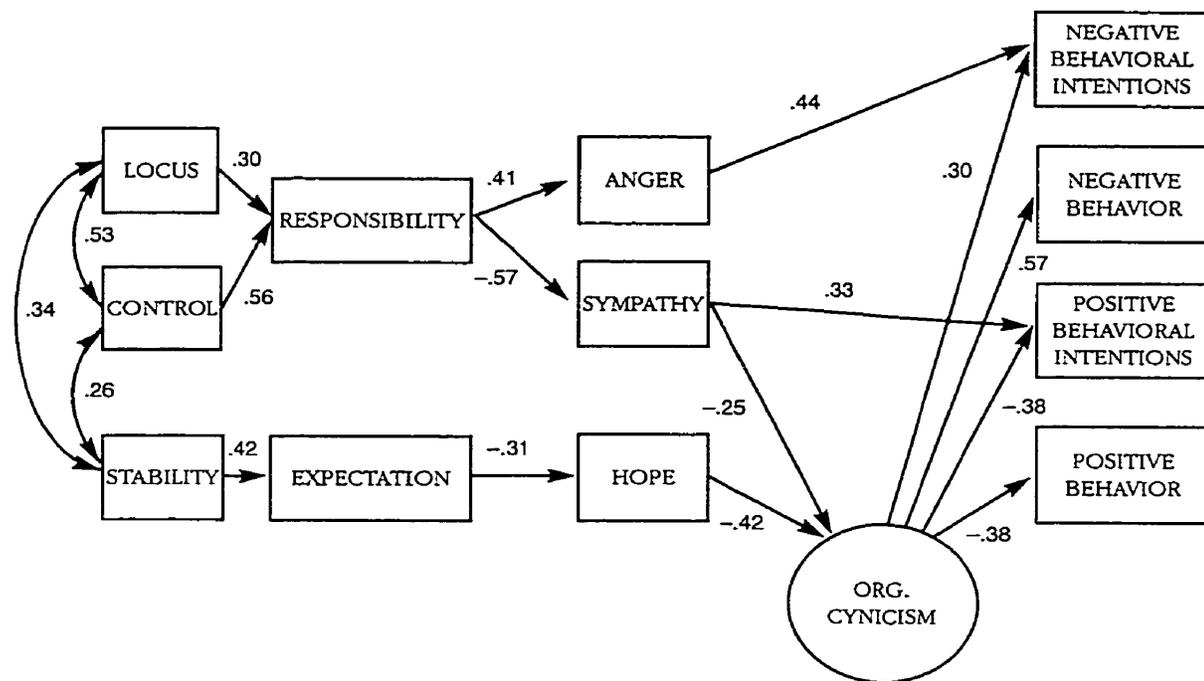
and the behaviors was recommended, as well as the parameter between anger and cynicism. The resulting model is shown in Figure 2.

Examination of the modified model indicates support for Weiner's (1985) theory. Beginning with the left side of the model, negative events involving one's company or manager that are perceived as something to do with the company or manager (internal locus) are positively linked to judgments of responsibility for that event ($\beta = .30$), as are events that are perceived as being controllable by the company or manager ($\beta = .56$). This suggests that events that are considered to be controllable by the company or manager are judged most harshly, followed by events that are considered to reflect an aspect of the company or manager (i.e., are internal). Judgments of responsibility are positively related to anger toward the company or manager ($\beta = .41$) and negatively related to sympathy toward the company or manager ($\beta = -.57$). Also as predicted by Weiner, negative events that are perceived to be stable are positively related to expectations about future events (i.e., expectations that similar negative events will happen in the future) ($\beta = .42$), which in turn are negatively linked to hope ($\beta = -.31$). Thus lack of hope stems from the expectation of similar negative events in similar situations in the future.

It was predicted that the emotions (anger, sympathy, and hope) would be related directly to the behaviors (positive and negative behaviors and behavioral intentions), as specified by Weiner's (1985) model, but that organizational cynicism would also mediate the relationship between these variables. After modification of the model, many of the hypothesized relationships disappeared. As seen in Figure 2, anger is not linked to organizational cynicism in the final model; it only has a direct positive link to negative behavioral intentions ($\beta = .44$). Sympathy has a direct positive link to positive behavioral intentions ($\beta = .33$). In addition, sympathy has a negative relation with organizational

Figure 2

Structural Equation Model for Organizational Cynicism Using Company and Manager Ratings Combined



Note. Standardized beta coefficients determined using maximum likelihood method of estimation, $\chi^2(72, N=108) = 95.794$, $p = .032$, comparative fit index = .967, all path values significant at $p < .05$. In this model, residuals or error variances between the following variables were allowed to covary: anger and sympathy ($r = -.43$), sympathy and hope ($r = .28$), anger and hope ($r = -.43$), negative behavioral intentions and negative behaviors ($r = .42$), negative behavioral intentions and positive behavioral intentions ($r = -.25$), negative behavioral intentions and positive behaviors ($r = -.27$), negative behaviors and positive behavioral intentions ($r = -.41$), negative behaviors and positive behaviors ($r = -.58$), and positive behavioral intentions and positive behaviors ($r = .55$). For ease of presentation, error variances (E) for the measured variables have been omitted (responsibility E = .65, expectation E = .82, anger E = .88, sympathy E = .82, hope E = .83, negative behavioral intentions E = .79, negative behaviors E = .82, positive behavioral intentions E = .80, positive behaviors E = .92). Error variance for the latent variable of cynicism D = .82.

cynicism ($\beta = -.25$), which in turn is positively related to negative behaviors ($\beta = .57$) and behavioral intentions ($\beta = .30$) and negatively related to positive behaviors ($\beta = -.38$) (this relationship, although substantial, is not significant) and behavioral intentions ($\beta = -.38$). Thus, as predicted, organizational cynicism mediates the relationship between sympathy and behaviors and behavioral intentions, such that a lack of sympathy toward one's company or manager is associated with organizational cynicism, which is associated with a likelihood of acting antisocially toward the company or manager. Conversely, sympathy toward one's company or manager is associated with an absence of organizational cynicism, which is likely to lead to prosocial behavior toward the company or manager.

A similar relationship was found between hope, organizational cynicism, and the various behaviors. Hope is not directly related to any of the behaviors; it is, however, negatively related to organizational cynicism ($\beta = -.42$), which in turn is related to the behaviors. Thus, as predicted, organizational cynicism mediates the relationship between hope and behaviors and behavioral intentions, such that a lack of hope about future similar events is associated with organizational cynicism, which is associated with a likelihood of acting antisocially toward the company or manager. Conversely, as with sympathy, hope about future similar events is associated with an absence of organizational cynicism, which is likely to result in prosocial behavior toward the company or manager.

The model of social motivation toward an organization depicted in Figure 2 both offers support for existing theory and suggests new dimensions of that theory. As predicted by Weiner (1985), participants did make judgments of responsibility and develop expectations based on the causal dimensions of locus, controllability, and stability following a negative event. Also as predicted by Weiner, judgments of responsibility are associated with more anger and less sympathy, and expectation is associated with a lack of

hope. Weiner's theory of social motivation, however, was developed by examining the motivation of individuals toward other individuals. This study examined the motivation of individuals toward either an individual (their manager) or a group (their company) following a negative event, and found no significant differences between them in the ratings on the causal dimensions, judgments of responsibility, expectation, emotions, or behaviors. This suggests that Weiner's theory is generalizable to social motivation toward groups as well as toward individuals.

The model of social motivation tested in this study added a new dimension to Weiner's model: that of organizational cynicism. It was predicted that, following a negative event involving one's company or manager, employees would undertake the same attributional process as described by Weiner's theory, but that cynicism toward the organization would mediate the relationship between the emotional response to that event and the behavioral response. Some support for this was found. Lack of sympathy toward the company or manager is associated with organizational cynicism, which is positively related to negative behaviors and behavioral intentions. Similarly, lack of hope is also associated with organizational cynicism. Anger toward the company or manager, however, is not associated with organizational cynicism; rather, it has a direct link to negative behavioral intentions. This finding is interesting on two accounts. First, both the trait and state approaches to cynicism have conceptualized it as having an element of hostility, or anger. The present findings suggest, however, that organizational cynicism may not be about anger or hostility at all. As indicated by this study, lack of hope resulting from expectations that things in the company will not change is most strongly related to cynicism toward the organization, with lack of sympathy toward the organization also playing a role. Perhaps the organizational cynic is more disillusioned than angry. Second,

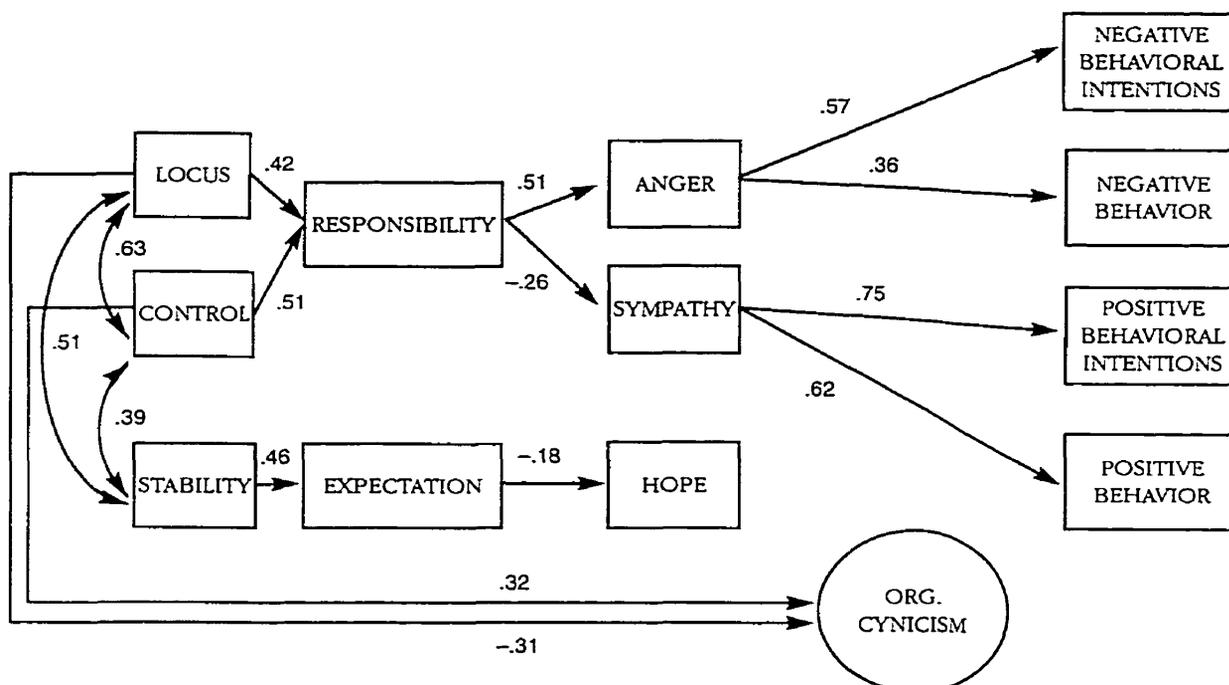
while anger is related to the negative behavioral intentions, that is, the negative behaviors that the employee would like to act on, organizational cynicism is related to both the intended behaviors and the actual behaviors. This suggests that angry employees, although they may fantasize about ways to “get back at” their organization, will likely not actually act antisocially toward their organization. Cynical employees, however, are more likely to act on their intentions.

Participants’ ratings of a negative event involving a coworker were not included in this analysis because it was predicted that this type of event would not be related to organizational cynicism and because ratings of behaviors following a negative event with a coworker were found to significantly differ from those following a negative event with one’s company or manager. In order to further justify the exclusion of the coworker data from the model, the model in Figure 1 was tested using only the coworker data. The resulting model, modified as per the LM and Wald tests, had a CFI = .968 and a fit value of $\chi^2 (72, N = 123) = 111.28, p = .003$ (which, considering the small N, and the fact that $\chi^2 < 2df$, is considered acceptable). After removing parameters as indicated by the Wald test, however, there were no linkages between either the emotions and organizational cynicism or the behaviors and organizational cynicism (see Figure 3). A revised model was tested, in which organizational cynicism was dropped altogether. This model, shown in Figure 4, had a better fit, with a CFI = .998 and a nonsignificant fit value of $\chi^2 (37, N = 111) = 38.51, p > .05$.

The fact that the model had a better fit to the data after the elimination of organizational cynicism indicates that, not surprisingly, cynicism toward one’s company does not factor into negative events involving a coworker. Theoretically, it would have been of some concern if negative events with a coworker did lead to cynicism toward the

Figure 3

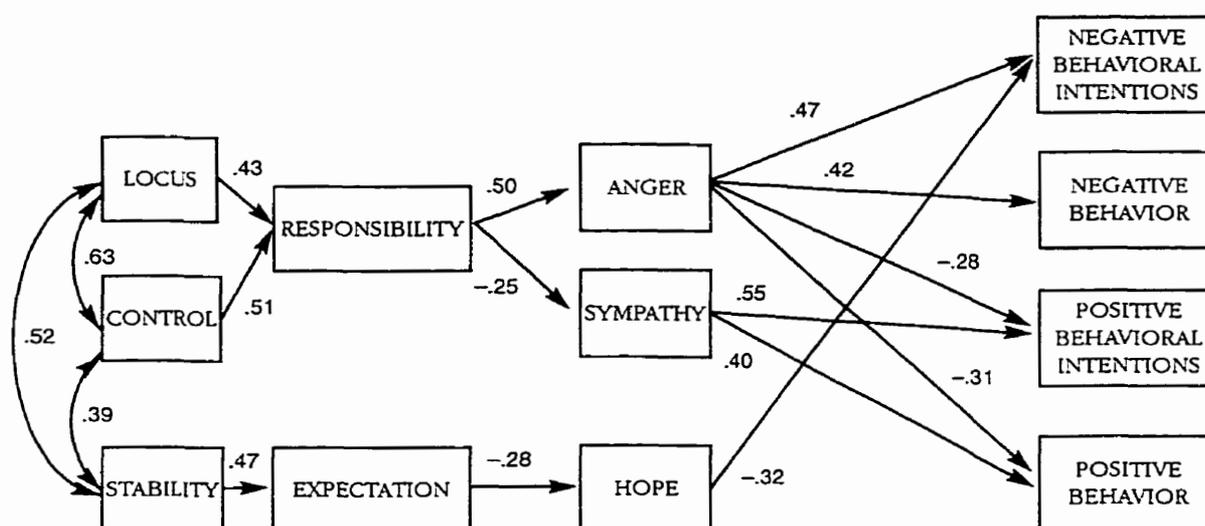
Structural Equation Model for Organizational Cynicism Using Coworker Ratings Only



Note. Standardized beta coefficients determined using maximum likelihood method of estimation, χ^2 (73, $N=123$) = 111.281, $p = .003$, comparative fit index = .968, all path values significant at $p < .05$. In this model, residuals or error variances between the following variables were allowed to covary: anger and sympathy ($r = -.58$), sympathy and hope ($r = .45$), anger and hope ($r = -.59$), negative behavioral intentions and negative behaviors ($r = .35$), negative behavioral intentions and positive behavioral intentions ($r = -.35$), negative behaviors and positive behavioral intentions ($r = -.22$), negative behaviors and positive behaviors ($r = -.31$), and positive behavioral intentions and positive behaviors ($r = .47$). For ease of presentation, error variances (E) for the measured variables have been omitted (responsibility E = .54, expectation E = .79, anger E = .80, sympathy E = .64, hope E = .70, negative behavioral intentions E = .74, negative behaviors E = .93, positive behavioral intentions E = .66, positive behaviors E = .79). Error variance for the latent variable of cynicism D = .96.

Figure 4

Modified Structural Equation Model Using Coworker Ratings Only and Omitting Organizational Cynicism



Note. Standardized beta coefficients determined using maximum likelihood method of estimation, χ^2 (37, $N=111$) = 38.505, $p < .05$, comparative fit index = .998, all path values significant at $p < .05$. In this model, residuals or error variances between the following variables were allowed to covary: anger and sympathy ($r = -.55$), sympathy and hope ($r = .43$), anger and hope ($r = -.58$), negative behavioral intentions and negative behaviors ($r = .32$), negative behavioral intentions and positive behavioral intentions ($r = -.36$), negative behaviors and positive behavioral intentions ($r = -.23$), negative behaviors and positive behaviors ($r = -.32$), and positive behavioral intentions and positive behaviors ($r = .44$). For ease of presentation, error variances (E) for the measured variables have been omitted (responsibility E = .53, expectation E = .79, anger E = .78, sympathy E = .61, hope E = .67, negative behavioral intentions E = .68, negative behaviors E = .91, positive behavioral intentions E = .62, positive behaviors E = .75).

organization. Although negative interactions with a coworker could be considered unpleasant and/or upsetting, Weiner's (1985) theory of social motivation suggests that we motivate toward those whom we deem responsible for the negative event. Although in certain circumstances it is possible that an employee could blame the company for the actions of a coworker, it seems more likely that in most cases judgments of responsibility would be made toward the coworker, and that the behavioral outcome would reflect these judgments (i.e., acting antisocially or prosocially toward that individual). Organizational cynicism, which was predicted to follow an attributional analysis of an event involving the company and which includes negative behaviors and behavioral intentions toward one's organization, should play no role in this process. In addition to the absence of cynicism as a mediator in the perception of negative events involving coworkers, the relationship between the emotions and behaviors in events involving coworkers was of a different nature and magnitude than in events involving one's manager and organization. In the coworker model (see Figure 4) anger was directly related to both positive and negative behaviors and behavioral intentions, and sympathy was directly related to positive behaviors and behavioral intentions, while in the company/manager model (see Figure 2) anger and sympathy were only related to behavioral intentions. The behavioral constraints employees face in acting antisocially toward their organization may be absent when dealing with their coworkers, and thus they may feel freer to act out against a coworker.

General Discussion

The first purpose of this study was to develop a measure of organizational cynicism. The resulting scale has encouraging psychometric properties, and provides some support for the conceptualization of organizational cynicism as an attitude consisting of

negative cognitions, negative affect, and negative behaviors and behavioral intentions toward one's employing organization. With some further refining, the Organizational Cynicism Scale may fill the gap in the existing literature by providing a reliable and valid measure of cynicism in the workplace. Possible improvements to the scale include making the behavior subscale items more general in nature and even more reflective of behaviors employees can realistically perform; reworking the items that loaded onto more than one factor to make them more clearly cognitive, affective, or behavioral; and further investigation of the relatively high correlation between the affect component of organizational cynicism and job satisfaction.

The second purpose of the study was to test a model of organizational cynicism based on Weiner's (1985) theory of social motivation. Some aspects of the predicted model were supported, with organizational cynicism playing a mediational role between the emotions of sympathy and hope and positive and negative behaviors and behavioral intentions. Although anger was found to be directly related to negative behavioral intentions, cynicism was directly related to both intended and actual behaviors. This suggests that the workplace cynic is more likely to act antisocially toward the organization than the employee who is angry but not cynical.

It is important to note that although angry employees do not necessarily act on their behavioral intentions, organizations nevertheless would be well-served to examine the cause of this anger. The model shows that when employees perceive negative events in their organization as internal to the organization, controllable by the organization, and stable, these thoughts are related to the emotions of anger, lack of sympathy, and lack of hope (a combination of feelings that, regardless of whether the employee is cynical about the organization or not, cannot be pleasant). A key factor in this process is that employees

will first try to determine the cause of the event before making causal attributions. If the organization does not provide sufficient reasons for the negative event, employees will look for reasons of their own, which may or may not be accurate. If employees judge the organization as responsible for the negative event, they will become angry, and if they feel that similar negative events could happen again in the future, they will not be hopeful about future events. If an organization is in a position where it has to, for example, lay off employees due to dire financial circumstances, the results of this study suggest that it would be better to effectively communicate the reasons for the layoffs to the employees, rather than leaving it to employees to come up with their own perceived reasons for the layoffs. This can contribute to less angry and cynical employees, and hence less antisocial behaviors directed toward the organization. The results also suggest that, given that employees will arrive at their own conclusions about the cause of negative events in the organization, it follows that they also will have their own perceptions of the fairness and justice associated with the organization's involvement in and management of the event. In light of the findings of this study, it is not surprising that Brockner et al. (1987) found that employees who received identical compensation packages following a layoff had different perceptions of the procedural and distributive justice exhibited by the company. Each of the laid off employees would have performed their own causal search regarding the layoffs, and each could have attributed different levels of responsibility for the layoffs to the organization. The results of this study suggest that, in the current climate of organizational restructuring and significant change initiatives, communication can play a large part in how employees interpret these often negative and upsetting events.

In addition to introducing a theory of organizational cynicism with solid theoretical grounding, this study also provides evidence of the generalizability of Weiner's (1985)

theory of social motivation to groups as well as individuals. In addition, it provides support for Weiner's theory by using actual recollected events, rather than scenarios. The limitation of scenario studies is that they can only measure intended behaviors. This retrospective study measured both intended and actual behaviors, which not only contributes to the limited research on Weiner's theory that examines behavior following actual events, but it also confirms the fact that there is an important difference between behavioral intentions and actual behaviors.

Although the current research contributes to both the attributional and organizational cynicism literature, there are some limitations that should be addressed. The fact that participants were drawn from a population of university students is of some concern. Although these students had, on average, 5 years of work experience, and most were working an average of more than 20 hours per week, the argument could still be made that there may be significant differences in the nature of the cynicism felt by part-time and full-time workers. In this sample, the participants were attending school and working part-time. It would be expected (although not assumed) that their primary focus was on school, and not necessarily on their jobs. Full-time workers, however, may focus more on their jobs and careers. Therefore, students may feel less cynical than full-time workers following a negative event at their workplace because they are less committed to their job, although they may also be more likely to perform antisocial behaviors for the same reason. The model of organizational cynicism proposed in this study should, however, apply to both full-time and part-time workers, and differences in the amount of cynicism experienced by the two groups should be reflected in differences in their causal attributions. A replication of this study using a sample of full-time employees would increase confidence in the model.

Another limitation is that both Study 1 and Study 2 had fairly low sample sizes. These samples (130 for Study 1 and 124 for Study 2) are considered low for performing both factor analysis (Tabachnick & Fidell, 1996) and structural equation modeling (Ullman, 1996). Despite the low sample size, however, support was found for the model, and thus it is expected that even stronger effects would be found with a larger sample.

An issue in the interpretation of the results of Study 2 stems from the nature of the emotion of hope. It was found that hope is negatively related to organizational cynicism, but it is not clear whether this hopelessness is due to a loss of hope or a lack of hope. It could be that these employees never had hope toward the organization (i.e., their expectations were always low), or it could be that they became disillusioned and lost hope following a negative event(s) with the company. A correlational study such as the present one is unable to address this issue, and hence it should be explored more thoroughly with some type of experimental design. In addition, it is recognized that, once developed, organizational cynicism could affect employees' interpretations of negative events. An employee who has become cynical about the organization may be more likely to interpret subsequent negative events as being internal to and controllable by the organization, and thus more likely to attribute responsibility to the organization. These complex relationships between variables were beyond the scope of this research. Future studies should address such issues as the possible bidirectional relationship between attributions and organizational cynicism, the role of repeated negative events on organizational cynicism, specific outcome measures (both antisocial and prosocial) associated with organizational cynicism, and the role of other potential mediating variables such as social support and the presence of other cynical workers in the organization.

It is clear from the results of this study that organizations can have some control over whether their employees become cynical by explaining the reasons for their actions to their employees. Just as we may judge individuals less harshly and act more prosocially toward them upon learning that the reasons for their actions were external, uncontrollable, and/or unstable, the same pattern of social motivation applies to organizations. Before allowing employees to generate their own, potentially erroneous, explanations for the organization's actions, and acting on those perceptions, the organization would benefit both itself and its employees by communicating clearly and effectively to all employees the reasons for its actions (unless, of course, those reasons are self-serving and interpretable by employees as being internal, controllable, and stable). Organizations could also benefit by becoming aware of the expectations of their employees. Because expectations play a role in the presence or absence of hope, which plays a role in cynicism, understanding what type of expectations employees have about future interactions with their organization can help prevent the type of events that lead to cynicism.

Although the results of this study contribute to the research suggesting that organizational cynicism is situational and, hence, caused at least in part by the organization, this also means that organizations have a certain amount of power to prevent cynicism. By anticipating how its actions will be interpreted by its employees, an organization can take positive steps to ensure that employees are well-informed about the reasons behind potentially negative events, effectively stopping cynicism before it occurs.

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Appendix A

Stimulus Materials for Study 1

INFORMED CONSENT FORM

I would like to thank you for participating in my research. This study examines individual's opinions about their job and their company. It also examines people's thoughts about particular organizations .

The specific instructions are printed on the study material. If you have any questions regarding the study, please do not hesitate to ask. Your participation in this study is voluntary; however, you will receive one (1) bonus point (i.e., 1% toward your course grade). Your responses are anonymous — individuals cannot be identified. All information you provide will be kept confidential.

Please read and sign the following declaration of informed consent if you agree to participate.

I give my informed consent to participate in this study. I am aware of the purpose of the study and that there are no known or expected discomforts or risks involved in my participation.

Participant's Signature

Experimenter's Signature

Participant's Name

Student Number

Date

Thank you for participating in this study.

This questionnaire contains questions about attitudes in the workplace. We are interested in your perceptions about the job you currently have and the company you work for right now. When answering the questions that follow, please select your response based on the job you have right now. If you are not currently employed, please answer the questions based on your most recent job.

Please read each question carefully, and answer as honestly as you can. Your answers are completely confidential. Please do not write your name or any identifying marks in or on this questionnaire.

Throughout the questionnaire you will be asked to indicate your level of agreement with various statements. Please indicate your answer clearly, and choose the number that best corresponds with how you feel right now.

Example:	Strongly disagree				Strongly agree
“I feel qualified to do my job.”	1	2	③	4	5

If you want to change your answer, please place an “X” through the incorrect response, and circle the number that best applies to you.

When you have answered all the questions, please return this booklet to one of the researchers.

Please indicate your level of agreement with the following statements based on the job you have right now.

	Strongly disagree		Strongly agree		
1. I'm happy with the amount of money I make at my job.	1	2	3	4	5
2. If I had a problem at work, I would talk to my supervisor about it.	1	2	3	4	5
3. I enjoy discussing my organization with people outside of it.	1	2	3	4	5
4. I sometimes feel my job is meaningless.	1	2	3	4	5
5. If management thought they could get away with it, they would pay us less than they do now.	1	2	3	4	5
6. My job makes me feel good about myself.	1	2	3	4	5
7. This organization has a great deal of personal meaning for me.	1	2	3	4	5
8. I don't feel that I have any option but to stay in this job.	1	2	3	4	5
9. I do not feel that the work I do is appreciated.	1	2	3	4	5
10. I support and go along with management's decisions.	1	2	3	4	5
11. There are few rewards for those who work here.	1	2	3	4	5
12. I think that I could easily become as attached to another organization as I am to my current one.	1	2	3	4	5
13. I'm counting the days until I can retire.	1	2	3	4	5
14. I try not to be late for work.	1	2	3	4	5
15. I feel that my company lacks integrity.	1	2	3	4	5
16. I used to like my job more than I do now.	1	2	3	4	5
17. My contributions to my company are not appreciated.	1	2	3	4	5
18. My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5
19. There's nothing I can do to make my job better than it is.	1	2	3	4	5

	Strongly disagree		Strongly agree		
	1	2	3	4	5
20. If I were angry with my manager, taking a longer lunch break would make me feel better.	1	2	3	4	5
21. In my company, employees are treated with respect.	1	2	3	4	5
22. I can see myself still working for this company in 10 years' time.	1	2	3	4	5
23. If I didn't feel like going in to work, I would have no qualms about phoning in sick, even if I wasn't.	1	2	3	4	5
24. I do not feel "emotionally attached" to my organization.	1	2	3	4	5
25. My company has no right to ask me to work overtime.	1	2	3	4	5
26. The better I become at my job, the more I enjoy it.	1	2	3	4	5
27. It's not important to me whether or not my company has a good reputation in the community.	1	2	3	4	5
28. Dress codes at work are just another way to try and control employees.	1	2	3	4	5
29. I set goals for myself in my job.	1	2	3	4	5
30. Employee evaluations are a good way to get feedback about your work.	1	2	3	4	5
31. I feel trapped in my job.	1	2	3	4	5
32. I would like to be promoted to a higher position in my company.	1	2	3	4	5
33. Management doesn't care if I'm happy or not.	1	2	3	4	5
34. I have no problem with staying late to work on an important project every now and then.	1	2	3	4	5
35. I'm proud of the work I do.	1	2	3	4	5
36. My job is enjoyable.	1	2	3	4	5
37. My supervisor is unfair to me.	1	2	3	4	5
38. Before I accepted this job, I thought it would be much more enjoyable than it actually is.	1	2	3	4	5

	Strongly disagree		Strongly agree		
	1	2	3	4	5
39. If given the choice by my company, I would not attend a team building workshop.	1	2	3	4	5
40. I am inspired by my job.	1	2	3	4	5
41. Getting ahead in my company depends on who you know, not what you know.	1	2	3	4	5
42. I think my coworkers who enjoy their jobs just don't realize that they're being taken advantage of by the company.	1	2	3	4	5
43. Thinking about the company I work for makes me upset.	1	2	3	4	5
44. In my company, you shouldn't believe everything that management tells you.	1	2	3	4	5
45. I could not feel good about myself if I did not try my best at my job.	1	2	3	4	5
46. My company is more interested in profits than in its employees.	1	2	3	4	5
47. My employer does not consider my job to be important.	1	2	3	4	5
48. I would recommend my company to someone looking for a job.	1	2	3	4	5
49. I feel that I make a significant contribution to my department.	1	2	3	4	5
50. I would be very happy to spend the rest of my career with my organization.	1	2	3	4	5
51. In my company, if you work hard, management will take advantage of you.	1	2	3	4	5
52. I like my supervisor.	1	2	3	4	5
53. If I were unhappy working for my company, I would not put much effort into my job.	1	2	3	4	5
54. My supervisor is quite competent in doing his/her job.	1	2	3	4	5
55. I'm proud to tell people where I work.	1	2	3	4	5
56. I think that the employees in my organization who think the company cares about them are naive.	1	2	3	4	5

	Strongly disagree		Strongly agree		
	1	2	3	4	5
57. I see nothing wrong with taking office supplies from my company for my own personal use.	1	2	3	4	5
58. I'm tired of all the company politics that go on where I work.	1	2	3	4	5
59. I do not have much faith in the managers in my company.	1	2	3	4	5
60. My interactions with management are usually positive.	1	2	3	4	5
61. I feel that I am too good for the company I work for.	1	2	3	4	5
62. Things have changed in my company since I began working there.	1	2	3	4	5
63. In my company, the opinions and ideas of employees are not considered important.	1	2	3	4	5
64. I'm proud of the work I do for my company.	1	2	3	4	5
65. It doesn't pay to work hard for my company.	1	2	3	4	5
66. No matter how bad my job was, I would not say bad things about my company in public.	1	2	3	4	5
67. I really feel as if my organization's problems are my own.	1	2	3	4	5
68. I feel a sense of pride in doing my job.	1	2	3	4	5
69. I like doing the things I do at work.	1	2	3	4	5
70. If I didn't like my job I would quit.	1	2	3	4	5
71. I've lowered my expectations since first joining the company.	1	2	3	4	5
72. It's important for me to be respected by management.	1	2	3	4	5
73. I believe that people in my company should keep their personal phone calls to a minimum.	1	2	3	4	5
74. Management in my company does not consult employees on decisions that affect them.	1	2	3	4	5
75. If things got unbearable at work, I could easily find another job.	1	2	3	4	5

	Strongly disagree				Strongly agree
76. I do not feel like “part of the family” at my organization.	1	2	3	4	5
77. I am completely happy with my job.	1	2	3	4	5
78. I think that management does a good job of running the company.	1	2	3	4	5
79. I don’t feel that I have much control over what happens to me at work.	1	2	3	4	5
80. The president of my company is only interested in making money.	1	2	3	4	5
81. The way my company treats its employees makes me angry.	1	2	3	4	5
82. I don’t feel my efforts are rewarded the way they should be.	1	2	3	4	5
83. I would never talk negatively about the company with my coworkers.	1	2	3	4	5
84. If I wanted to change something about my working conditions, I feel confident that management would support me.	1	2	3	4	5
85. I wouldn’t want to be a manager in my company.	1	2	3	4	5
86. I can’t help feeling dismayed at how my company is run.	1	2	3	4	5
87. In my company, you’re better off trying to be your supervisor’s “favourite” than in working hard.	1	2	3	4	5
88. I do not feel a strong sense of belonging to my organization.	1	2	3	4	5
89. When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5

Please indicate your level of agreement with the following statements based on the job you have right now.

	Strongly disagree			Strongly agree		
90. I am inspired by what we are trying to achieve as an organization.	1	2	3	4	5	6
91. I am inspired by the goals of the organization.	1	2	3	4	5	6
92. I have the skills and abilities to do my job well.	1	2	3	4	5	6
93. I am enthusiastic about working toward the organization's objectives.	1	2	3	4	5	6
94. I have the authority to make decisions at work.	1	2	3	4	5	6
95. I can influence the way work is done in my department.	1	2	3	4	5	6
96. I have the competence to work effectively.	1	2	3	4	5	6
97. I can influence decisions taken in my department.	1	2	3	4	5	6
98. I have the capabilities required to do my job well.	1	2	3	4	5	6

Please indicate your level of agreement with the following general statements.

	Strongly disagree					Strongly agree
99. Most students do not cheat when taking an exam.	1	2	3	4	5	6
100. People claim that they have ethical standards regarding honesty and morality, but few people stick to them when the chips are down.	1	2	3	4	5	6
101. The average person is conceited.	1	2	3	4	5	6
102. If most people could get into a movie without paying and be sure that they were not seen, they would do it.	1	2	3	4	5	6
103. It's pathetic to see unselfish people in today's world, because so many people take advantage of them.	1	2	3	4	5	6
104. Most people are not really honest for a desirable reason; they're afraid of getting caught.	1	2	3	4	5	6
105. People pretend to care more about one another than they really do.	1	2	3	4	5	6
106. Most people would tell a lie if they could gain by it.	1	2	3	4	5	6
107. Most people inwardly dislike putting themselves out to help other people.	1	2	3	4	5	6
108. Most people would cheat on their income tax if they had a chance.	1	2	3	4	5	6

Please indicate your level of agreement with the following statements about yourself.

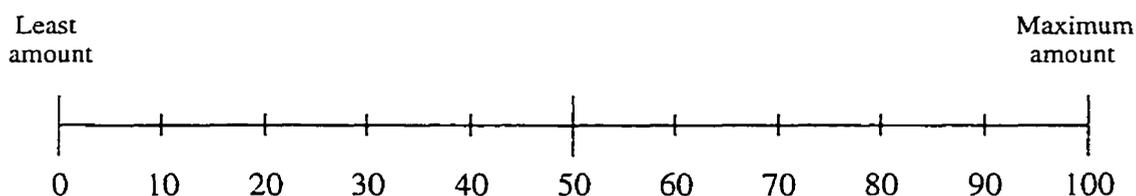
	Strongly disagree				Strongly agree
109. In uncertain times, I usually expect the best.	1	2	3	4	5
110. It's easy for me to relax.	1	2	3	4	5
111. If something can go wrong for me, it will.	1	2	3	4	5
112. I always look on the bright side of things.	1	2	3	4	5
113. I'm always optimistic about my future.	1	2	3	4	5
114. I enjoy my friends a lot.	1	2	3	4	5
115. It's important for me to keep busy.	1	2	3	4	5
116. I hardly ever expect things to go my way.	1	2	3	4	5
117. Things never work out the way I want them to.	1	2	3	4	5
118. I don't get upset too easily.	1	2	3	4	5
119. I'm a believer in the idea that "every cloud has a silver lining."	1	2	3	4	5
120. I rarely count on good things happening to me.	1	2	3	4	5

One particular type of attitude that employees can have toward their workplace is organizational cynicism. Employees with organizational cynicism:

- 1. believe that the company they work for lacks integrity;**
- 2. have negative feelings, such as anger and contempt, toward their company;**
- 3. are likely to exhibit negative behaviours toward their company (such as coming in late) or negative desires (such as wanting to quit their job).**

This cynical attitude does not necessarily apply to other areas of the employee's life – they could be quite content in other areas of their life. For instance, one can be cynical at work but happy in one's interpersonal relationships.

On the following scale, please rate the amount of organizational cynicism that you feel **toward the company you work for now**. Draw a line on the point on the scale below that matches your current level of organizational cynicism, where 0 is the least amount of organizational cynicism that you could feel, and 100 is the maximum amount of organizational cynicism that you could feel.



Please answer the following questions about yourself:

1. Age: _____ years
2. Sex: male female
3. Highest level of education attained (please check one):
 - primary school
 - junior school
 - high school
 - community college
 - university (undergraduate degree)
 - graduate university degree
4. Are you currently employed?
 - yes no
5. What is the nature of your job? (If you are currently unemployed, what was the nature of your most recent job?)

<input type="checkbox"/> health industry	<input type="checkbox"/> professional
<input type="checkbox"/> education	<input type="checkbox"/> computer/technical
<input type="checkbox"/> office/clerical	<input type="checkbox"/> sales/service/customer support
<input type="checkbox"/> general labour	<input type="checkbox"/> self-employed _____
<input type="checkbox"/> tradesperson/craftsperson	<input type="checkbox"/> other (specify) _____
6. On average, how many hours per week do you work? _____ hours
7. How long have you worked for your company? _____ months
8. Approximately how many people work for your company (at the location in which you work)?
_____ employees
9. Are you paid by (please check one): hourly wage salary
10. In your job, are you responsible for managing other people? yes no
11. If so, how many people do you manage? _____ employees
12. In total, how many months of work experience do you have? _____ months

Appendix B

Stimulus Materials for Study 2

INFORMED CONSENT FORM

I would like to thank you for participating in my research. This study examines individual's opinions about their job and their company.

The specific instructions are printed on the study material. If you have any questions regarding the study, please do not hesitate to ask. Your participation in this study is voluntary; however, you will receive one (1) bonus point (i.e., 1% toward your course grade). Your responses are anonymous — individuals cannot be identified. All information you provide will be kept confidential.

Please read and sign the following declaration of informed consent if you agree to participate.

I give my informed consent to participate in this study. I am aware of the purpose of the study and that there are no known or expected discomforts or risks involved in my participation.

Participant's Signature

Experimenter's Signature

Participant's Name

Student Number

Date

Thank you for participating in this study.

This questionnaire contains questions about attitudes in the workplace. We are interested in your perceptions about the job you currently have and the company you work for **right now**. When answering the questions that follow, please select your response based on the job you have **right now**. If you are not currently employed, please answer the questions based on your **most recent** job.

Please read each question carefully, and answer as honestly as you can. Your answers are completely confidential. Please do not write your name or any identifying marks in or on this questionnaire.

Throughout the questionnaire you will be asked to indicate your level of agreement with various statements. Please indicate your answer clearly, and choose the number that best corresponds with how you feel right now.

Example:

	Strongly disagree				Strongly agree
“I feel qualified to do my job.”	1	2	3	4	5

If you want to **change** your answer, please place an “X” through the incorrect response, and circle the number that best applies to you.

When you have answered all the questions, please return this booklet to one of the researchers.

How satisfied are you with the following aspects of your current job?

	Very satisfied			Very dissatisfied	
1. Being able to keep busy all the time.	1	2	3	4	5
2. The chance to work alone on the job.	1	2	3	4	5
3. The chance to do different things from time to time.	1	2	3	4	5
4. The chance to be "somebody" in the community.	1	2	3	4	5
5. The way your boss handles the staff.	1	2	3	4	5
6. The competence of your supervisor in making decisions	1	2	3	4	5
7. Being able to do things that don't go against your conscience.	1	2	3	4	5
8. The way your job provides for steady employment.	1	2	3	4	5
9. The chance to do things for other people.	1	2	3	4	5
10. The chance to tell people what to do.	1	2	3	4	5
11. The chance to do something that makes use of your abilities.	1	2	3	4	5
12. The way company policies are put into practice.	1	2	3	4	5
13. Your pay and the amount of work you do.	1	2	3	4	5
14. The chances for advancement on your job.	1	2	3	4	5
15. The freedom to use your own judgment.	1	2	3	4	5
16. The chance to try your own methods of doing the job.	1	2	3	4	5
17. The working conditions.	1	2	3	4	5
18. The way your coworkers get along with each other.	1	2	3	4	5
19. The praise you get for doing a good job.	1	2	3	4	5
20. The feeling of accomplishment you get from the job.	1	2	3	4	5
21. Overall, how satisfied are you with your job?	1	2	3	4	5

Please indicate how often you experience the following feelings about the job you have right now.

	Strongly disagree			Strongly agree	
22. I have become less interested in my work since I started this job.	1	2	3	4	5
23. I have become less enthusiastic about my work.	1	2	3	4	5
24. I just want to do my job and not be bothered.	1	2	3	4	5
25. I have become more cynical about whether my work contributes anything.	1	2	3	4	5
26. I doubt the significance of my work.	1	2	3	4	5

The following words describe different feelings and emotions. Read each item and then circle the number that indicates to what extent you generally feel this way, that is, how you feel on average.

	Not at all			Extremely	
27. Irritable	1	2	3	4	5
28. Alert	1	2	3	4	5
29. Ashamed	1	2	3	4	5
30. Inspired	1	2	3	4	5
31. Nervous	1	2	3	4	5
32. Determined	1	2	3	4	5
33. Attentive	1	2	3	4	5
34. Jittery	1	2	3	4	5
35. Active	1	2	3	4	5
36. Afraid	1	2	3	4	5

Please indicate your level of agreement with the following statements.

	Strongly disagree			Strongly agree		
27. Most students do not cheat when taking an exam.	1	2	3	4	5	6
28. People claim that they have ethical standards regarding honesty and morality, but few people stick to them when the chips are down.	1	2	3	4	5	6
29. The average person is conceited.	1	2	3	4	5	6
30. If most people could get into a movie without paying and be sure that they were not seen, they would do it.	1	2	3	4	5	6
31. It's pathetic to see unselfish people in today's world, because so many people take advantage of them.	1	2	3	4	5	6
32. Most people are not really honest for a desirable reason; they're afraid of getting caught.	1	2	3	4	5	6
33. People pretend to care more about one another than they really do.	1	2	3	4	5	6
34. Most people would tell a lie if they could gain by it.	1	2	3	4	5	6
35. Most people inwardly dislike putting themselves out to help other people.	1	2	3	4	5	6
36. Most people would cheat on their income tax if they had a chance.	1	2	3	4	5	6
37. I have little faith in the goodness and sincerity of others.	1	2	3	4	5	6

The purpose of this section is to examine how people feel about negative events that happen in their workplace. You will be asked to recall negative work-related events that have taken place in the past six months, for the company you work for right now, and respond to some questions about the events. Please read each question carefully before responding.

Please think about a time in the last six months at the company you work for now in which a negative event happened that involved **a coworker**. The coworker involved cannot be someone who you report to or who reports to you (i.e., it should be **someone who you see yourself working with rather than someone you work for or who works for you**). It could be someone who works in another department, branch, or business unit.).

The event could have been due to something your coworker did or failed to do; it may have had a large impact or a small impact; and it may have involved a special project or simply your everyday work. The important consideration is that the event had a **negative impact**, and the source of the negative impact was a **coworker**. For example, you may recall a time in which a coworker did not do his or her share of the work on a project with you, and as a result you were not able to finish the project by the required deadline.

In the space below, please describe the event. Please provide a brief description of what took place and what impact it had on you and/or your work. In order to maintain your anonymity and the anonymity of your coworker, please **do not** provide names or any other information which may identify either of you.

As you respond to the questions that follow, please keep the event involving your **coworker** that you just described in mind. You may wish to review your description of the event from time to time to refresh your memory. Some of the scales vary from item to item, so please read each question carefully and consider each one separately.

1. There are often several factors that influence an event. Please indicate, in a few words, in the space that follows what you believe the **main cause** of the event was:

2. How representative is this event of your usual interactions with this coworker?

Very
representative

7 6 5 4 3 2

Not at all
representative

1

3. How would you rate the impact of the event?

Very
negative

1 2 3 4 5 6

Very
positive

7

4. Would you say that the main cause of the event:

Reflected an
aspect of your
coworker

7 6 5 4 3 2

Reflected an
aspect of the
situation

1

5. Was the main cause of the event something that was:

Controllable
by your
coworker

7 6 5 4 3 2

Not
controllable
by your
coworker

1

6. Was the main cause of the event something that:

Is unstable (changes) over time							Is stable (does not change) over time
1	2	3	4	5	6	7	

7. How responsible do you think your coworker is for the event?

Extremely responsible							Not at all responsible
7	6	5	4	3	2	1	

8. In comparison with before the event, how much have your expectations regarding your coworker changed since the event?

Not at all							A lot
1	2	3	4	5	6	7	

9. How mad were you at your coworker?

Extremely mad							Not at all mad
7	6	5	4	3	2	1	

10. How much sympathy did you have for your coworker?

A great deal of sympathy							No sympathy at all
7	6	5	4	3	2	1	

11. How hopeful did you feel about your coworker in terms of your coworker's behaviour during future similar events?

Not at all hopeful							Very hopeful
1	2	3	4	5	6	7	

12. To what extent did you **want to** respond to your coworker with **positive** actions and behaviours (such as offering assistance with future projects, forgiving your coworker) following the event?

A great deal Not at all
 7 6 5 4 3 2 1

13. To what extent **did you** respond to your coworker with **positive** actions and behaviours (such as offering assistance with future projects, forgiving your coworker) following the event?

A great deal Not at all
 7 6 5 4 3 2 1

14. To what extent did you **want to but didn't** respond to your coworker with **positive** actions and behaviours (such as offering assistance with future projects, forgiving your coworker) following the event?

A great deal Not at all
 7 6 5 4 3 2 1

15. To what extent did you **want to** respond to your coworker with **negative** actions and behaviours (such as refusing to work with your coworker on future projects, talking about them behind their back) following the event?

A great deal Not at all
 7 6 5 4 3 2 1

16. To what extent **did you** respond to your coworker with **negative** actions and behaviours (such as refusing to work with your coworker on future projects, talking about your coworker behind his or her back) following the event?

A great deal Not at all
 7 6 5 4 3 2 1

17. To what extent did you **want to but didn't** respond to your coworker with **negative** actions and behaviours (such as refusing to work with your coworker on future projects, talking about your coworker behind his or her back) following the event?

A great deal						Not at all
7	6	5	4	3	2	1

18. To what extent do you feel that your **actual** behaviour and actions following the event were successful at preventing similar events in the future?

Not at all successful						Very successful
1	2	3	4	5	6	7

Please think about a time in the last six months at the company you work for now in which a negative event happened that involved **your manager**. For the purposes of this study, **your manager is the person to whom you directly report**.

The event could have been due to something your manager did or failed to do; it may have had a large impact or a small impact; and it may have involved a special project or simply your everyday work. The important consideration is that the event had a **negative impact**, and the source of the negative impact was **your manager**. For example, you may recall a time in which your manager set what you considered to be unreasonable deadlines for a project.

In the space below, please describe the event. Please provide a brief description of what took place and what impact it had on you and/or your work. In order to maintain your anonymity and the anonymity of your manager, please **do not** provide names or any other information which may identify either of you.

As you respond to the questions that follow, please keep the event involving your **manager** that you just described in mind. You may wish to review your description of the event from time to time to refresh your memory. Some of the scales vary from item to item, so please read each question carefully and consider each one separately.

1. There are often several factors that influence an event. Please indicate, in a few words, in the space that follows what you believe the **main cause** of the event was:

2. How representative is this event of your usual interactions with your manager?

Very representative							Not at all representative
7	6	5	4	3	2	1	

3. How would you rate the impact of the event?

Very negative							Very positive
1	2	3	4	5	6	7	

4. Would you say that the main cause of the event:

Reflected an aspect of your manager							Reflected an aspect of the situation
7	6	5	4	3	2	1	

5. Was the main cause of the event something that was:

Controllable by your manager							Not controllable by your manager
7	6	5	4	3	2	1	

6. Was the main cause of the event something that:

Is unstable (changes) over time							Is stable (does not change) over time
1	2	3	4	5	6	7	

7. How responsible do you think your manager is for the event?

Extremely responsible							Not at all responsible
7	6	5	4	3	2	1	

8. In comparison with before the event, how much have your expectations regarding your manager changed since the event?

Not at all							A lot
1	2	3	4	5	6	7	

9. How mad were you at your manager?

Extremely mad							Not at all mad
7	6	5	4	3	2	1	

10. How much sympathy did you have for your manager?

A great deal of sympathy							No sympathy at all
7	6	5	4	3	2	1	

11. How hopeful did you feel about your manager in terms of your manager's behaviour during future similar events?

Not at all hopeful							Very hopeful
1	2	3	4	5	6	7	

12. To what extent did you **want to** respond to your manager with **positive** actions and behaviours (such as fully cooperating with your manager on future projects, forgiving your manager) following the event?

A great deal Not at all

7 6 5 4 3 2 1

13. To what extent **did you** respond to your manager with **positive** actions and behaviours (such as fully cooperating with your manager on future projects, forgiving your manager) following the event?

A great deal Not at all

7 6 5 4 3 2 1

14. To what extent did you **want to but didn't** respond to your manager with **positive** actions and behaviours (such as fully cooperating with your manager on future projects, forgiving your manager) following the event?

A great deal Not at all

7 6 5 4 3 2 1

15. To what extent did you **want to** respond to your manager with **negative** actions and behaviours (such as refusing to stay late to work on future projects, talking about your manager behind his or her back) following the event?

A great deal Not at all

7 6 5 4 3 2 1

16. To what extent **did you** respond to your manager with **negative** actions and behaviours (such as refusing to stay late to work on future projects, talking about your manager behind his or her back) following the event?

A great deal Not at all

7 6 5 4 3 2 1

17. To what extent did you **want to** respond to your manager with **negative** actions and behaviours (such as refusing to stay late to work on future projects, talking about your manager behind his or her back) following the event?

A great deal						Not at all
7	6	5	4	3	2	1

18. To what extent do you feel that your **actual** behaviour and actions following the event were successful at preventing similar events in the future?

Not at all successful						Very successful
1	2	3	4	5	6	7

Please think about a time in the last six months at the company you work for now in which a negative event happened that involved **your company**. You may perceive “the company” to be the president or CEO, or a group of shareholders, or a less clearly defined entity such as the corporate identity, its mission statement, and/or its values.

The event could have been due to something your company did or failed to do; it may have had a large impact or a small impact; and it may have involved a special project or simply your everyday work. The important consideration is that the event had a **negative impact**, and the source of the negative impact was **your company**. For example, you may recall a time in which your company made exceptional profits but did not reward its employees for their hard work.

In the space below, please describe the event. Please provide a brief description of what took place and what impact it had on you and/or your work. In order to maintain your anonymity and the anonymity of your company, please **do not** provide names or any other information which may identify either of you.

As you respond to the questions that follow, please keep the event involving your **company** that you just described in mind. You may wish to review your description of the event from time to time to refresh your memory. Some of the scales vary from item to item, so please read each question carefully and consider each one separately.

1. There are often several factors that influence an event. Please indicate, in a few words, in the space that follows what you believe the **main cause** of the event was:

2. How representative is this event of your usual interactions with your company?

Very
representative

7 6 5 4 3 2

Not at all
representative

1

3. How would you rate the impact of the event?

Very
negative

1 2 3 4 5 6

Very
positive

7

4. Would you say that the main cause of the event:

Reflected an
aspect of your
company

7 6 5 4 3 2

Reflected an
aspect of the
situation

1

5. Was the main cause of the event something that was:

Controllable
by your
company

7 6 5 4 3 2

Not
controllable
by your
company

1

6. Was the main cause of the event something that:

Is unstable (changes) over time							Is stable (does not change) over time
1	2	3	4	5	6	7	

7. How responsible do you think your company is for the event?

Extremely responsible							Not at all responsible
7	6	5	4	3	2	1	

8. In comparison with before the event, how much have your expectations regarding your company changed since the event?

Not at all							A lot
1	2	3	4	5	6	7	

9. How mad were you at your company?

Extremely mad							Not at all mad
7	6	5	4	3	2	1	

10. How much sympathy did you have for your company?

A great deal of sympathy							No sympathy at all
7	6	5	4	3	2	1	

11. How hopeful did you feel about your company in terms of its behaviour during future similar events?

Not at all hopeful							Very hopeful
1	2	3	4	5	6	7	

12. To what extent did you **want to** respond to your company with **positive** actions and behaviours (such as working to the best of your ability, forgiving your company) following the event?

A great deal Not at all
 7 6 5 4 3 2 1

13. To what extent **did you** respond to your company with **positive** actions and behaviours (such as working to the best of your ability, forgiving your company) following the event?

A great deal Not at all
 7 6 5 4 3 2 1

14. To what extent did you **want to but didn't** respond to your company with **positive** actions and behaviours (such as working to the best of your ability, forgiving your company) following the event?

A great deal Not at all
 7 6 5 4 3 2 1

15. To what extent did you **want to** respond to your company with **negative** actions and behaviours (such as not working as hard as you could, saying negative things about the company to people outside the company) following the event?

A great deal Not at all
 7 6 5 4 3 2 1

16. To what extent **did you** respond to your company with **negative** actions and behaviours (such as not working as hard as you could, saying negative things about the company to people outside the company) following the event?

A great deal Not at all
 7 6 5 4 3 2 1

17. To what extent did you **want to but didn't** respond to your company with **negative** actions and behaviours (such as not working as hard as you could, saying negative things about the company to people outside the company) following the event?

A great deal							Not at all
7	6	5	4	3	2	1	

18. To what extent do you feel that your actual behaviour and actions following the event were successful at preventing similar events in the future?

Not at all successful							Very successful
1	2	3	4	5	6	7	

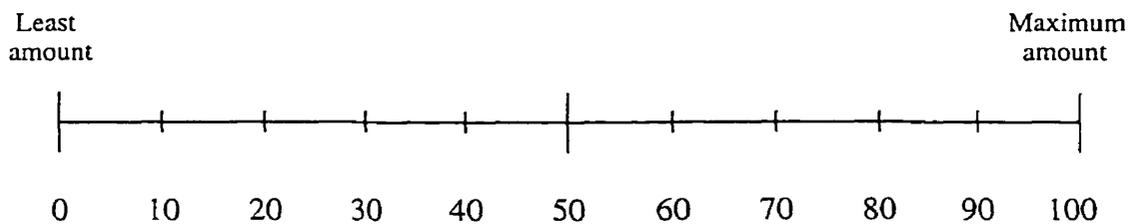
Please indicate your level of agreement with the following statements based on the job you have right now.

	Strongly disagree		Strongly agree		
1. My company irritates me.	1	2	3	4	5
2. I complain about my company to others.	1	2	3	4	5
3. My job makes me feel good about myself.	1	2	3	4	5
4. I do only what's required of me by my job and nothing more.	1	2	3	4	5
5. I often exchange "knowing glances" with my coworkers when my manager is around.	1	2	3	4	5
6. I try not to be late for work.	1	2	3	4	5
7. I feel that my company lacks integrity.	1	2	3	4	5
8. I don't like the company I work for.	1	2	3	4	5
9. My contributions to my company are not appreciated.	1	2	3	4	5
10. If my company asked me to postpone my holiday to work on an important project, I would.	1	2	3	4	5
11. In my company, employees are treated with respect.	1	2	3	4	5
12. I would do whatever it takes to gain the respect of management in my company.	1	2	3	4	5
13. If I didn't feel like going in to work, I would have no qualms about phoning in sick, even if I wasn't.	1	2	3	4	5
14. I would like to quit my job.	1	2	3	4	5
15. When I think about the company I work for I feel anxious.	1	2	3	4	5

	Strongly disagree				Strongly agree
17. I am inspired by my job.	1	2	3	4	5
18. I think my coworkers who enjoy their jobs just don't realize that they're being taken advantage of by the company.	1	2	3	4	5
19. Thinking about the company I work for makes me upset.	1	2	3	4	5
20. In my company, you shouldn't believe everything that management tells you.	1	2	3	4	5
21. My company is more interested in profits than in its employees.	1	2	3	4	5
22. In my company, if you work hard, management will take advantage of you.	1	2	3	4	5
23. I'm embarrassed to tell people where I work.	1	2	3	4	5
24. I think that the employees in my organization who think the company cares about them are naive.	1	2	3	4	5
25. I see nothing wrong with taking office supplies from my company for my own personal use.	1	2	3	4	5
26. In my company, the opinions and ideas of employees are not considered important.	1	2	3	4	5
27. I'm proud of the work I do for my company.	1	2	3	4	5
28. I believe that people in my company should keep their personal phone calls to a minimum.	1	2	3	4	5
29. I am not happy with my job.	1	2	3	4	5
30. I think that management does a good job of running the company.	1	2	3	4	5
31. I can't help feeling dismayed at how my company is run.	1	2	3	4	5

	Strongly disagree				Strongly agree
32. The way my company treats its employees makes me angry.	1	2	3	4	5
33. I do not have much faith in the managers in my company.	1	2	3	4	5
34. It doesn't pay to work hard for my company.	1	2	3	4	5
35. Management doesn't care if I'm happy or not.	1	2	3	4	5
36. Management in my company does not consult employees on decisions that affect them.	1	2	3	4	5
37. The president of my company is only interested in making money.	1	2	3	4	5
38. In my company, you're better off trying to be your supervisor's "favourite" than in working hard.	1	2	3	4	5
39. I would never talk negatively about the company with my coworkers.	1	2	3	4	5
40. I feel that I am too good for the company I work for.	1	2	3	4	5

How cynical do you feel about **the company you work for now**? Draw a line on the point on the scale below that matches your current level of cynicism, where 0 is the least amount of cynicism that you could feel, and 100 is the maximum amount of cynicism that you could feel.



Please answer the following questions about yourself:

1. Age: _____ years
2. Sex: male female
4. Are you currently employed?
 yes no
5. What is the nature of your job? (If you are currently unemployed, what was the nature of your most recent job?)

<input type="checkbox"/> health industry <input type="checkbox"/> education <input type="checkbox"/> office/clerical <input type="checkbox"/> general labour <input type="checkbox"/> tradesperson/craftsperson	<input type="checkbox"/> professional <input type="checkbox"/> computer/technical <input type="checkbox"/> sales/service/customer support <input type="checkbox"/> self-employed _____ <input type="checkbox"/> other (specify) _____
---	---
6. On average, how many hours per week do you work? _____ hours/week
7. How long have you worked for your company? _____ months
8. Approximately how many people work for your company (at the location in which you work)? _____ employees
9. Are you paid by (please check one):

<input type="checkbox"/> hourly wage	<input type="checkbox"/> salary
--------------------------------------	---------------------------------
10. In your job, are you responsible for managing other people?
 yes no
11. If so, how many people do you manage?
 _____ employees
12. **In total**, how many months of work experience do you have? _____ months