

JOB BURNOUT AND ORGANIZATIONAL CYNICISM AMONG EMPLOYEES IN BANKING INDUSTRY IN OSUN STATE, NIGERIA.

OJO, SOLOMON Ph. D.

Department of Human Resource Development
Osun State University, Osogbo,
Okuku Campus, Osun State, Nigeria.
Corresponding Email: Solomon.oja@uniosun.edu.ng

ODUFUWA, Bunmi Bose

Department of Human Resource Development
Osun State University, Osogbo,
Okuku Campus, Osun State, Nigeria.

Abstract

*This study examined the relationship between job burnout and organizational cynicism among employees in First Bank Plc., in Osun State. The study was a survey which employed Ex-post Facto design, which was adopted because the authors of study were not actively involved in any manipulation of variable (s) of interest in the study. However, quota sampling techniques was used in selecting the sample size. A total of 198 staff members of First Bank Plc was selected from First bank branches in Osogbo in which 90 (45.5%) were male while 108 (54.5%) were female. Questionnaire format was employed for data collection. Collected data were analyzed by both descriptive and inferential statistics, using the of Statistical Package for Social Sciences (SPSS) version 21.0. The results showed there was a significantly positive relationship between job burnout and organizational cynicism among employees in First Bank Plc [$r(196) = .43^{**}, P < .01$], there was also a significantly positive relationship between emotional exhaustion and organizational cynicism among bank employees in First Bank Plc [$r(196) = .37^{**}, P < .01$], there was a significantly negative relationship between personal accomplishment and organizational cynicism among employees in First Bank Plc [$r(196) = -.36^{**}, P < .01$]; there was a significantly positive relationship between depersonalization and organizational cynicism among employees in First Bank Plc [$r(196) = .27^{**}, P < .01$] and it was concluded that job burnout significantly had influence on organisational cynism in the banking industry. It was recommended that banks should give their employees breaks and time off from time to time in order to guide against job burnout since it has a significant relationship with organizational cynicism.*

Keywords: Job Burnout, Emotional Exhaustion, Organizational Cynicism, Depersonalization, and Personal Accomplishment.

INTRODUCTION

Job burnout and organisational cynism are two intertwined phenomena which have adverse effects on organisations (Akhigbe and Gall, 2017). Accordingly, past studies (e.g Akhigbe and Gall, 2017) reported that there was a significant relationship between job burnout and organisational cynism among bank staff.. Essentially, organizational cynicism refers to a situation when employees have negative feelings and emotions towards the organization, managers, co-workers and clients/customers. When a worker believes that his/her efforts are not relevant to solve the different problems of the organization, such an employee can result to cynicism (McClough, Rogelberg, Fisher, & Bachiochi, 1998). There is a spectrum of negative effects, emotions and feelings of organizational cynicism like jealousy, fear, sadness, disappointment, embarrassing feeling about the organization, hopelessness, dishonour,

irritation, depression, anger, shame, boredom, contempt, lost, exhaustion, fatigue, despair, disturbance, dissatisfaction and hopelessness about the staff and organization, detachment, enslavement, alienation, disbelief of others, misery, doubt, disdain, discouragement, and underestimation; and cynicism is related with reduction in organizational performance, conflicts among workers, staff circulation acceleration, brain drain, absenteeism, abasement, scorn, resignation, suspicion, withdrawal behaviour, contempt, disillusionment, job turnover, and burnout (Clarke, 1999; Dean, Brandes and Dharwadkar, 1998; Naus, Van Iterson, and Roe, 2007; Ozgener, Ogut and Kaplan, 2008; Ozler, Atalay and Sahin, 2010; Ozler and Atalay, 2011; Abraham, 2000).

Burnout Syndromes include such factors as mental, emotional and physical fatigue, disappointment, exhaustion, loss of energy, failure, unfulfilled wishes, cynicism, ineffectiveness, working conditions, and family experience. Burnout reactions represent people who withdraw, alienate themselves, and appear depressed as they go through the dynamics of their job and simply survive to qualify for a pension (Stohr, Lovrich, and Wilson, 1994). In addition, Schaufeli, and Bakker (2004) refer to job burnout as the connection between job demands and job resources. Employees experience job burnout in their daily communications with co-workers and customers and can be associated to both individual and organizational factors (Dimitrios and Konstantinos, 2014). Employees react to burnout syndromes in their workplaces by developing a cynical temperament towards the organization. In modern times, employees in banks are especially among the workgroups affected by burnout syndrome. The intense work load and long hours required by banking organizations leads to organizational cynicism which has negative effects on the organization (Ozgener, Ogut, and Kaplan, 2008). Job burnout of personnel will reduce effectiveness and efficiency of the organization; in this event, the organization will not attain its goals and aspirations (Love, Peter, Goh, Hogg, Robson, and Irani, 2011).

Most research studies have linked burnout with several negative variables, but very few researches have been carried out on the specific relation between job burnout and organizational cynicism. Over the years, researchers have become curious about the subjects relating to organizational cynicism. Chiaburu, Peng, Oh, Banks, and Lomeli (2013) reveals that organizational cynicism is associated with diverse inexpedient outcomes such as abridged organizational commitment, heightened employee turnover intentions and declining performance. These negative payoffs are also ramifications of job burnout, which convey that a connection exists between job burnout and organizational cynicism, and it is also conceivable that organizational cynicism is the mediating variable in the correlation between burnout and other variables. This therefore makes it imperative to study the link between job burnout and organizational cynicism which very few studies have been done. The study seeks to critically examine the dimensions of job burnout organizational cynicism. This is a vital gap that needs to be explored because this is an issue that cuts across most organizations affecting performance, rate of turnover, commitment and job satisfaction. Also, it is crucial to fully understand the ramifications of job burnout and organizational cynicism as a result of conspicuous problem that many organizations are facing today.

RESEARCH HYPOTHESES

The proposed hypotheses for the study are stated below:

1. Job burnout is significantly related to organizational cynism among employees in First Bank Plc in Osun State.
2. Emotional exhaustion is significantly related to organizational cynism among employees in First Bank Plc in Osun State.
3. Personal accomplishment is significantly related to organizational cynicism among employees in First Bank Plc in Osun State.
4. Depersonalization is significantly related to organizational cynicism among employees in First Bank Plc in Osun State.

LITERATURE REVIEW

Bakker, Demerouti and Sanz-Vergel (2014) describe two categories of job characteristics/working conditions, which exist in work environment: job demands and resources using Job Demands– Resources (JD-R) theory. Job demands include physical, psychological, social and organizational aspects of a job. For example, high work pressure, unfavorable working environment, and emotional demands. (Bakker and Demerouti, 2007). Job demands require substantial energy and they can be challenging with the higher workload and difficult tasks that obstruct attaining the organizational goals. Job resources include social, psychological, physiological or environmental factors that support employees to achieve work goals, and reduce higher job demands. Social support, which is considered as a job resource can be derived through supervisors and coworkers (Bakker and Demerouti, 2007; Demerouti, 2001). Those interpersonal and social relations create a supportive working environment that individuals are creating a capability of managing uncomfortable circumstances such as stress and burnout. (Demerouti, 2001)

Conservation of Resource Theory of Job Burnout

Conservation of Resource Theory (COR) explains that people try their hard to retain, protect and build resources (objects, conditions, personal characteristics, and energies) and they feel threatened by loss of these valuable resources (Hobfoll, 1989). The threat of losing resources makes people stressed in three possible ways. When resources are threatened, when resources are actually lost and when there is no gain from invested resources (Alarcon, Edwards and Menke, 2011) individuals experience stress. Further, COR theory suggest that burnout occurs when values resources are lost, and inadequate to meet demands (Hobfoll, 1989). The major demands from work include role ambiguity, role conflict, stressful events, heavy workload, and work pressure. The resources include social support, which can derive from various sources, job enhancement opportunities, job autonomy, motivational opportunities, and participation in decision making (Burke and Richardsen, 1993; Cordes and Dougherty, 1993).

Theories of Organisational Cynicism

Cognitive Theory

In the cognitive theory, there is a belief that there is a lack of honesty. Individuals believe that they will have problems with the trust in the organization. According to the cynics, values such as sincerity, virtue, honesty are sacrificed on the altar of self-interest (Kalağan, 2009). Individuals that possess cynic behaviors in their organizations believe that practices in organizations lack organizational principles, and that the formal statements prepared by organizations are not taken seriously by employees (Kalağan, 2009). Therefore, employees may sacrifice their value judgments such as sincerity, frankness, honesty and truth in favor of their interests, and they can exhibit unscrupulous and immoral behaviors (Kalağan, 2009). The relevant factors are named "cynical thought" in the research.

Affective Theory Cynicism

In the affective dimension, individuals with cynicism nurture sentimental feelings towards their organizations (Dean 1998). The affective dimension of organizational cynicism covers feelings such as disrespect, anger, distress and shame (Abraham, 2000). For example, cynical individuals may feel disgusted and angered against their organizations or when they think of the organization, they may experience pain, disgust or even embarrassment. For this reason, cynicism is associated with all kinds of negative emotions (Brandes, 1997; Dean 1998). It is also named "emotional reaction" in this article. The affective dimension of organizational cynicism comprises several of these emotions. Cynics may, for example, feel contempt for and anger toward their organization. They may also experience distress, disgust, and even shame when they think about their organization (Dean 1998). Thus, cynicism is associated with a variety of negative emotions. Ironically, however, cynics may also experience a secret enjoyment of their superiority to the organization, which they have judged by their standards and found wanting. Therefore, we see organizational

cynics as not only holding certain beliefs about their organizations but also as experiencing a related set of emotions (Dean 1998)

Behavioral Theory of Cynicism

According to the behavioral theory, cynical individuals in the organization may tend to make pessimistic predictions about the developments within the organization (Dean, 1998). They are negative and can often be found in humiliating behavior (Dean, 1998). From time to time, employees can exhibit behaviors such as complaining about the organization, making fun of them and criticizing them. In organizations, cynical behavior can also be demonstrated by nonverbal behavior. Meaningful gestures, sarcastic smiles, and disdainful laughing smiles can set an example for cynical behavior (Brandes and Das, 2006). Employees use humor to express cynical behavior (Dean 1998). Thus, individuals with cynicism can ridicule the organizations they work with, rewrite their task expressions, and find themselves in sarcastic interpretations (Brandes, 1997). This behavior is shaped by "cynical culture and climate" as well as named in the research. The final dimension of organizational cynicism is tendencies toward negative, and often disparaging, behavior. The general thrust of the literature indicates that cynical attitudes comprise tendencies toward certain types of behavior, rather than specific behaviors (Brandes, 1997). In most researches organizational cynicism includes three dimensions developed by a person to his organization, namely; cognitive, affective, and behavioral dimension of the cynical construct (Dean, 1998; Brandes, 1999; Abraham, 2000; Brandes and Das, 2006; Nafei, 2013).

Empirical Review

It is emphasized that cynic personnel, who do not make things easy both for the organization and themselves, experience apathy, alienation, despair, disappointment and have a higher level of emotional exhaustion (Kutani, Ozen and Cetinel, 2010). There is a close relationship between organizational cynicism and burnout. As an example, Maslach (1981) define burnout as emotional exhaustion and cynicism syndrome of people. Maslach especially speaks of "negative attitudes and cynical feelings about an individual" mentioning depersonalization dimension of cynicism. Stress-related studies indicate that there is a close relationship between cynicism and burnout, a problem related to work places (Maslach and Schaufeli, 1993). Burnout is a psychological syndrome including an ongoing reaction to chronic stress sources among individuals, causing bad performance, withdrawal and mental problems and decreasing job commitment. This syndrome is described with three basic dimensions classified as burnout, cynicism (or depersonalization) and inefficacy or lack of personal accomplishment. As a defensive cognitive method of creating distance, cynicism is a defensive reaction of coping burnout (Cartwright and Holmes, 2006). The result of the analysis reveals that emotional exhaustion is significantly associated with organizational cynicism; this implies that emotional exhaustion is considerably important in boosting organizational cynicism and expressions towards work in the organization. This argument shares a similar view with Leiter and Maslach (2004), who posit that it involves the feelings of being overextended and drained of one's emotional and physical resources. The employee therefore reacts in an emotional or sentimental way towards the organization (Nafei, 2013). Foolishly, the cynical employees feel a shrouded enjoyment of their superiority to the organization.

Also, in Polat, (2009), he posits that when the employee is emotionally consumed (excessively), it emerges as reaction to this lack of energy and the feeling of losing emotional sources. The individual feels that his/her emotional sources have been exhausted, experiences an emotional fatigue and thinks that he/she does not act to the people he/she provides service as reasonable as before. It is too hard to go to work another day for a staff who cannot overcome the feeling of tension and anxiety (Polat, 2009). Thereby, an inefficient situation emerges both for the staff and institution, such as being late to work, absenteeism as a result of psychosomatic complaints, job leavings, etc. (Kayabasi, 2008). More specifically, they have argued that the fatigue and a broad host of negative reactions that emanates from organizational cynicism may result in producing enhanced levels of personal strain and emotional exhaustion (Johnson and O'Leary-Kelly, 2003). Furthermore, as noted above, leaders are considered to be representatives of each organization. As a result, employees' perceptions about the leader are likely to affect their attitudes about the organization. In this regard, Machiavellian leaders who are perceived as unethical and of low integrity may lead

employees to be skeptical and negative towards the organization which in turn may result in increased emotional exhaustion. Hence, in line with previous research that highlights the mediating role for generational cynicism and taking into consideration the aforementioned hypotheses and her relationship between organizational cynicism and emotional exhaustion, we propose that organizational cynicism will act as a partial mediator between Machiavellian leadership and employees' emotional exhaustion. In the literature, various factors are defined as antecedents of burnout by researchers. One of them is organizational cynicism (Johnson and O'Leary-Kelly, 2003)

The analysis reveals that there is a significant relationship between inefficacy and organizational cynicism; this implies that employees tend to decrease in efficacy and productivity felt in the job. The feeling of self-efficacy is negatively related to depression and incapability of coping with job requirements. These feelings increase with the insufficiency of social support and professional development opportunities at work (Maslach and Goldberg, 1998). It describes the individual's tendency to evaluate him/herself negatively. An individual experiencing a decrease in personal development feels insufficient, thinks that he is not complete and experiences a decrease in motivation and also a negative viewpoint about himself/herself and thinks that he has not moved forward in his job, has even moved backward, his efforts are in vain and cannot create a difference around himself (Saglam-Ari and Cina-Bal, 2008).

One study shows that there is a strong relationship between burnout and organizational cynicism. In this research, it is specified that cynicism mostly affects staff in a negative way. These effects especially emerge as emotional exhaustion on the staff suffering from emotional tiredness and burnout (Prieto, 2008). In the same research, it has been pointed out that both the violation of psychological agreement and organizational cynicism contain unfulfilled expectations; the violation of psychological agreement causes cynicism and the latter leads to emotional exhaustion. In particular, cognitive cynicism totally causes emotional exhaustion (Johnson and O'Leary-Kelly 2003). According to Schaufeli and Taris (2005), fatigue/exhaustion (lack of energy) and cynicism (indurations in attitudes towards the job and customers) are basic dimensions of burnout (Peeters, 2009). In many studies, we see that depersonalization dimension of burnout is used as the synonym of cynicism. It is said that depersonalization or cynicism is the interpersonal dimension of burnout. Depersonalization or cynicism includes negative, senseless and excessive distant reactions to various parts of the job (Fichter, 2011; Emmerik, 2008).

METHODOLOGY

The study adopted a survey research. Specifically, the study utilized Ex-post Facto design. The design was found appropriate because the authors were not to be actively involved in manipulation of any variable(s) of interest. The target population for study comprised of all employees who work in First Bank Plc in Osun State, Nigeria. All workers in the selected bank served as the target population. According to First Bank annual report (2017), there are 16 branches of First bank in Osun State with the entire population of 432 workers in First bank in Osun State. 50% of the population was used as the simple size. This sample size was found sufficient since it was the half size of the total population. Hence, the sample for this study was 216 based on a population size. Quota sampling technique was adopted, in which 30 respondents were selected from the selected seven branches to collect data from the respondents. Though, at the head quarters of the First bank, thirty six copies respondents were selected, thereby totaling two hundred and sixteen (216) sample size, which included both male and female respondents.

The only instrument for gathering the much-needed primary data in the study was a structured questionnaire format. The questionnaire was made into several copies. Each copy of the questionnaire was made up of three (3) sections, namely section A, section B, section C. Section A of the questionnaire was designed and developed by the author of the study. The section was meant to measure some personal information cum work-related information. The information collected included the following: Gender, age, marital status, educational status, job status, work experience, etc. Section B of the questionnaire was designed to measure Job burnout. Job burnout was measured using Maslach Burnout Inventory (Maslach and Jackson, 1986). It comprised 22 items to measure a state of physical and emotional depletion resulting from the condition of work. It measures 3 components of the burnout syndrome: emotional exhaustion (9 items), depersonalization (5 items), and self-efficacy (8 items) with the inventory rated on a 5-point scale (1= Never, 2= Once, 3 = Sometimes, 4 =Often, 5 = Most of the time). The Cronbach alpha for the

scale is 0.71 was reported by Maslach and Jackson, (1986). Section C of the questionnaire was designed to measure Organizational cynicism. Organizational cynicism scale is developed by Dean and Brandes (1998). OCS consists of 12 statements. There are five statements in cognitive dimension, four statements in emotional dimension and four statements in behavioral dimension.

Organizational cynicism was measured by the five-item scale of Likert of 1=Completely Agree 2= Agree, 3= Undecided, 4= Disagree, 5= Strongly Disagree. The Cronbach alpha for the scale of 0.83 was reported by Dean and Brandes (1998). The study utilized both the Descriptive and Inferential Statistics for data analysis. The descriptive statistics was meant to provide some summary information on some data, particularly the personal and work-related information associated with the participants of the study which included frequency, percentage, mean, etc. The inferential statistics was used to test the stated hypotheses. Specifically, the study utilized only the statistical test of Pearson, r Correlation for testing relationship between job burnout and organisational cynicism. Above all, the Statistical Pacakge for Social Sciences (SPSS) version 21.0 was deployed in the data analysis.

PRESENTATION OF RESULT

The results for the study are stated in this section in two forms, namely socio-demographic characteristics of the respondents and results of the tested hypotheses.

Socio- Demographic Characteristics of the Respondents

A total of 198 respondents took part in the study, in which 90(45.5%) of the respondents were male while 108(54.5%) of the respondents were female; with 45(22.7%) of the respondents found to be within age group 20-29 years; 51(25.8%) of the respondent were within age bracket 30-39years; 58(29.3%) of the respondents were within age bracket 40-49years; 30(15.2%) of the respondents were within age bracket 50-59 years while 14(7.1%) of the respondents were within age bracket 60 years and above. In terms of marital status, 63(31.8%) of the respondents were single; 120(60.6%) of the respondents were married; 3(1.5%) of the respondents were divorced; 5(2.5%) of the respondents were separated while only 1(0.5%) of the respondents was a widower/widow. In terms of religious affiliation, 103(52%) of the respondents were Christians; 86(43.4%) were Muslims while 9(4.5%) practised other religions not highlighted in this study. Based on educational qualifications of the respondents, 57(28.8%) of the respondents were OND holders; 89(44.9%) of the respondents were First Degree/ Higher National Diploma holder; 41(20.7%) of the respondents were Masters Degree holder while 11(5.6%) of the respondents were of other educational qualifications not stated in the study. According to work experience of the respondents 25(12.6%) of the respondents were within 0-5years work experience; 47(23.7%) of the respondents were within 6-10years of experience; 40(20.2%) of the respondents were within 11-15years work experience; 35(17.7%) of the respondents were within 16-20yrs; 28(14.1%) of the respondents were within work experience of 21-25years; 19(9.6%) were within work experience of 20-30years while only 4(2.0%) of the respondents were within work experience 31years and above.

Finally, according to category of staff status of the respondents, 36(18.2%) of the respondents were management staff; 79(39.9%) of the respondents were senior staff while 83(41.9%) were junior staff.

Test of Hypotheses Hypothesis

One

This stated that job burnout is significantly related to organizational cynicism among employees in First Bank Plc. The hypothesis was tested by Pearson, r Correlation. The result is shown in table 1 below:

Table 1: A Summary Table of Pearson r Correlation Showing the Relationship Between Job Burnout and Organizational Cynicism among Employees in First Bank Plc

Variables	N		SD	DF	r	P
Job Burnout	198	80.34	25.69	196	.43**	<.01
Organizational Cynicism	198	48.71	20.15			

Source: Authors' Fieldwork, 2019

The result in table 1 above revealed that job burnout was significantly and positively related to organizational cynicism among employees in First Bank Plc [$r(196) = .43^{**}, P < .01$]. Therefore, the hypothesis one was supported by the result of the study.

Hypothesis Two

This stated that emotional exhaustion is significantly related to organizational cynicism among employees in First Bank Plc. The hypothesis was tested by Pearson r Correlation. The result is stated in table 2 below:

Table 2: A Summary Table of Pearson r Correlation Showing the Relationship between Emotional Exhaustion and Organizational Cynicism among Employees in First Bank Plc

Variables	N		SD	DF	r	P
Emotional Exhaustion	198	35.88	18.43	196	.37**	<.01
Organizational Cynicism	198	48.71	20.15			

Source: Authors' Fieldwork, 2019

The result in table 2 above revealed that emotional exhaustion was significantly and positively related to organizational cynicism among employees in First Bank Plc [$r(196) = .37^{**}, P < .01$]. Therefore, the hypothesis two was supported by the result of the study

Hypothesis Three

This stated that Personal accomplishment is significantly related to organizational cynicism among employees in First Bank Plc. The hypothesis was tested by Pearson r Correlation. The result is stated in table 3 below:

Table 3: A Summary Table of Pearson r Correlation Showing the Relationship between Personnel Accomplishments and Organizational Cynicism among Employees in First Bank Plc

Variables	N		SD	df	r	P
Personnel Accomplishments	198	37.46	18.75	196	-.36**	<.01
Organizational Cynicism	198	48.71	20.15			

Source: Authors' Fieldwork, 2019

The result in table 3 above revealed that personal accomplishment was significantly and negatively related to organizational cynicism among employees in First Bank Plc [$r(196) = -.36^{**} P < .01$]. Therefore, the hypothesis three was supported by the result of the study.

Hypothesis Four

This stated that depersonalization is significantly related to organizational cynicism employees in First Bank Plc. The hypothesis was tested by Pearson R Correlation. The result is shown in table 4 below:

Table 4: A Summary Table of Pearson r Correlation Showing the Relationship between Depersonalization and Organizational Cynicism among Employees in First Bank Plc

Variables	N	Mean	SD	DF	r	P
Depersonalization	198	31.12	13.53	196	.27**	.01
Organizational Cynicism	198	48.71	20.15			

Source: Authors' Fieldwork, 2019

The result in table 4 above revealed that depersonalization was significantly and positively related to organizational cynicism among employees in First Bank Plc [$r(196) = .27^{**} P < .01$]

Therefore, the hypothesis four was supported by the result of the study.

DISCUSSION

This study examined the relationship between Job Burnout and Organizational Cynicism among employees in First bank Plc. The result of the tested hypotheses was discussed.

The first hypothesis stated that job burnout is related to organizational cynicism among employees in First Bank Plc was supported by the result of the study. So, it is clearly revealed that there was a significantly positive relationship between job burnout and organizational cynicism. This means that bank employee who experienced higher levels of job burnout were found to report more organizational cynicism than bank employees who experienced lower levels of job burnout. According to Ozgener (2008), and in support of this finding, it is reported that burnout is one of the consequences of organizational cynicism.

The second hypothesis which stated that emotional exhaustion is related to organizational cynicism among employees in First Bank Plc was supported by the result of the study. So, it is clearly revealed that there was a significantly positive relationship between emotional exhaustion and organizational cynicism. This indicated that bank employees who reported higher levels of emotional exhaustion (a dimension of job burnout) were found to report more organizational cynicism than bank employees who reported lower levels of emotional exhaustion. This argument shares a similar view with Leiter and Maslach (2004), who posit that job burnout involves the feelings of being over-extended and drained of one's emotional and physical resources. Accordingly, this then makes employees to react in an emotional or sentimental way towards the organization (Nafei, 2013).

The third hypothesis which stated that Personal accomplishment is related to organizational cynicism among employees in First Bank Plc was supported by the result of the study. So, it is clearly revealed that there was a significantly negative relationship between personal accomplishment and organizational cynicism. This means that bank employees who reported higher levels of Personal accomplishment (a dimension of job burnout) were found to report more organizational cynicism than bank employees who reported lower levels of personal accomplishment.

The feeling of Personal accomplishment is negatively related to depression and incapability of coping with job requirements. These feelings increase with the insufficiency of social support and professional development opportunities at work (Maslach and Goldberg, 1998). It describes the individual's tendency to evaluate him/herself negatively. An individual experiencing a decrease in personal development feels insufficient, thinks that he is not complete and experiences a decrease in motivation and also a negative viewpoint about himself/herself and thinks that he has not moved forward in his job, has even moved backward, his efforts are in vain and cannot create a difference around himself (Saglam-Ari and Cina-Bal, 2008).

The fourth hypothesis which stated that depersonalization is related to organizational cynicism among employees in First Bank Plc was also supported by the result of the study. So, it is clearly revealed that there was a significantly positive relationship between depersonalization and organizational cynicism among employees. This means that bank employees who experienced higher levels of depersonalization were found to experience more organizational cynicism than bank employees who experienced lower levels of depersonalization. The finding was supported by Bakı (2010) who examined the relationship between depersonalization and organizational cynicism levels of educational inspectors which affected their job satisfaction with respect to certain demographic variables. The results revealed that educational inspectors experienced low depersonalization, moderate organizational cynicism, and were undecided about their job satisfaction levels.

CONCLUSION

Based on the findings, it is concluded therefore; that job burnout had a positive significant relationship with organizational cynicism among employees in First Bank Plc. Also, there was a significantly positive relationship between emotional exhaustion and organizational cynicism among employees in First Bank Plc. It can also be concluded that, there was a significantly negative relationship between personal accomplishment and organizational cynicism among employees in First Bank Plc. Lastly, there was a significantly positive relationship between depersonalization and organizational cynicism among employees in First Bank Plc

RECOMMENDATION

In view of the findings above, the following recommendations are herein proffered:

1. Banks should give their employees breaks and time off from time to time in order to guide against emotional exhaustion since it has a significant relationship with organizational cynicism. This would give employees the opportunity to balance their work-life and family life.
2. Banks need to conduct seminars and trainings on social support and professional development opportunities at work from time to time to increase their employees' level of development and productivity felt in the job in order to guide against inefficacy since it has a significant relationship with organizational cynicism.

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