



ORGANIZATIONAL CYNICISM AND ORGANIZATIONAL CAREER GROWTH AS PREDICTORS OF TURNOVER INTENTION AMONG EMPLOYEES IN ENUGU STATE

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Abstract

The study investigated organizational cynicism and organizational career growth as predictors of turnover intention among employees in Enugu state. Six hundred and twenty two participants comprising 354 males and 268 females between the ages of 18-60 years ($M=33.75$, $SD =9.30$) were drawn through multi-stage (cluster and purposive) sampling technique from the four vegetable oil producing (crushing and refining) companies in Enugu state (Wilson oil ltd, Aniuzo oil ltd, Aqua oil ltd and Transtill oil ltd). The study was cross-sectional in which Deans, Brandes and Dharwadkar (1998) organizational cynicism scale, Weng (2010) organizational career growth scale and turnover intention scale developed by the researchers were administered for data collection. Hierarchical multiple regression analysis was used to analyse the data. The result showed that some dimensions of organizational cynicism (cognitive and behavioural) positively predicted turnover intention and organizational career growth negatively predicted turnover intention.

Introduction

Every organization wants its best employees to remain in the organization for efficiency and continuity, but for the past few years, the rate at which employees leave their jobs is



alarming and have been of interest to researchers and employers of labour (Haq, Khattak, Shah & Rehman, 2013; Kim & Stone, 2008) which brings into focus, the concept of turnover intention. Meyer, Allen and Smith (1993) defined turnover intention as an employee's conscious willfulness to seek other alternative job opportunities in other organization. It is the conscious and deliberate decision to leave one's work from the employing organization. Sager, Griffeth and Hom (1998) explained that turnover intention is generally defined as attitudinal (thinking of quitting) decisional (intention to leave) and behavioural (searching for a new and alternative job) processes proceeding the turnover. In line with the aforementioned assertion, turnover intention could be seen as an attitudinal orientation or cognitive manifestation of the behavioural decision to quit. It captures the individual's perception and evaluation of job alternatives. It is not definite but often associated with job search behavior (Morrell, Loan-Clark, & Wilkinson, 2004). Thus, turnover intention has been found to be a phenomenon that is detrimental to the holistic functioning of organization, since it puts the organization in the continuous risk of training and recruiting of employees which invariably runs down an organization. From organizational perspective, employee intent to quit which is a precursor to actual turnover creates both tangible and intangible costs. The tangible cost includes recruitment, selection, training, time (Morrel, et al., 2004) and the intangible cost which may be even more significant than tangible cost includes the effects of turnover on organizational culture, employee morale, social capital (Lacity, Lyer & Rudramuniyaiah, 2008). Invariably, this has significant implications for an organization with influencing factors such as the potential cost of human capital loss and interrupting of ongoing organizational activities. Thus, the pertinent question that lingers in the mind of the researchers are why do employees have the intention of leaving their job? The intention to leave one's job can result from a combination of multifarious factors, organizational events, working condition and psychological factors interacting with each other to affect the employees' attitude in and towards the organization. Some studies have identified different variables that can predict turnover intention among employees such as organizational cynicism (e.g. Arabaci, 2010; Kalagan & Aksu, 2010; Neves, 2012) and



organizational career growth (Okurame, 2012; Weng, 2010; Weng & Yao, 2010). However, none of these extant studies have examined organizational cynicism and organizational career growth simultaneously as variables that can predict turnover intention among employees in Nigeria, hence this present study.

Organizational Cynicism has been conceptualized from the perspective of environment and situation rather than trait, emphasizing that is situation-specific rather than personality specific. Thus, emphasizing that the levels of organizational cynicism changes across situation as well as been controlled across situations, inferring that it is an attitude that is learned as a result of unpleasant experiences. Organizational cynicism refers to negative attitude towards one's employing organization (Dean, Brandes & Dharwadkar, 1998). It is an outcome of an employee's belief that organization lacks honesty, more specifically, expectation of morality, justice and honesty are violated. It is an attitude characterized by the feeling of disappointment, hopelessness and being restricted such as despise and distrustfulness towards work, organizations, managers and other things existing in the workplace. Research has shown that employees are becoming more cynical in this new millennium due to inability to address this work attitude in the work place which appears to be widespread and ignored by organizational researchers (Nair & Kamalanabham, 2010). It can be expressed overtly through direct statement, questioning the organization's integrity and honesty towards employees' expectation, values, and ethics and covertly through the use of sarcastic humor and non-verbal behaviors like snubbing, smirks.

In this present study, the conceptualization of organizational cynicism is tailored towards the three dimensions of organizational cynicism namely cognitive, affective and behavioral as have been identified by some researchers (e.g. Arabaci, 2010; Dean et al.,1989; Kalagan & Aksu, 2010).

However, the cognitive domain of organizational cynicism refers to the negative belief and perception one has as a result of experience that the employing organization lacks certain values such as fairness, honesty and sincerity in the distribution of justice, benefits, rewards and entitlement. As a result of these beliefs, they think that the



organizational practices betray them, hence the exhibition of these negative attitudes towards the organization in response to the perceived betrayal by such organization. This is in congruence with studies (e.g. Neves, 2012) who found that cognitive dimension of organizational cynicism positively predicted employees intent to quit. The emotional or affective domain refers to those negative strong emotional reactions towards the organization such as hatred, feeling of disrespect and anger towards the organization, discomfort, boredom and rage when they think about the organization. The findings of Maslach and Jackson (1981) indicate that emotional dimension of organizational cynicism leads to intention to quit among employees. The last dimension which is behavioral deals with the overt and covert negative behavioral tendencies and attitudes towards the organization where employee(s) manifest their cynicism behaviorally such as fierce criticism of the organization, withdrawal, denigration, condescension etc. Based on this, the employee may get alienated from or severe ties with the organization. Most behaviors exhibited here are as a result of thought of lack of fairness and sincerity in the organization. This is in line with the finding of Laschinger (2012) which found that the behavioral dimension significantly predicted turnover intention. Furthermore, when employees begin to question the integrity of their organization, they have started experiencing more negativity and cynicism about the organization resulting in a change in behavior. Such employees are more likely to perceive inconsistencies within their organizational policies, goals and practices and thus, would create cognitive dissonance in their attitudes and behavior which usually precipitates turnover intention among employees. Cynical employees believe that their organizations do not have interest in them and only use them to achieve organizational goals, hence the desire to quit the organization.

We therefore hypothesize that:

H₁. Organizational cynicism (cognitive, emotional, behavioural) will positively predict turnover intention.

However, over the past years, confidence in entrepreneurship and/or business has fallen drastically as a result of the fact that management competence and trust have



fallen almost among workers in the same period (Kanter & Mirvis, 1991) due to lack of organizational career growth which have resulted in most cases to turnover intention. Organizational career growth refers to an employee's awareness of chances for growth and development within their current organization. This is imperative since the success of an organization is determined by its human resource which is a vital competitive tool for organizations when there is perceived organizational career growth by employees.

However, organizational career growth will be conceptualized in line with Weng (2010) definition and as a reflection of one's career growth within one's present organization and will be used as a single construct, rather than one's assessment of their career growth over their total career work force. Weng (2010) defined organizational career growth as the degree to which employee's perceive that their current organization creates an environment in which the employees' are able to meet their career related needs and reinforces those accomplishments through promotions and compensation.

Organizational Career growth is a by-product of both the individual's perception and the organization actions (Weng & McElroy 2012). Employees often hope to grow in their profession and to achieve a distinguished career. The probability that this will come to fruition is the underlying thrust of organizational career growth since it is arguably an essential source of motivated behaviour. However, in the Nigerian work environment, the phenomenon is not clearly evident in large scale enterprise and has raised concerns for obvious reasons since employees' have great expectations of career growth in their organizations (Okurame 2012; Oni, 2013). Thus, for any organization to prosper in an increasingly competitive global market, devoid of employees' cynical behaviours and constant quitting, the organizational career growth of its employees' are paramount since human capital is the greatest asset of an organization. We therefore hypothesize that:

H₂. Organizational career growth will negatively predict turnover intention.

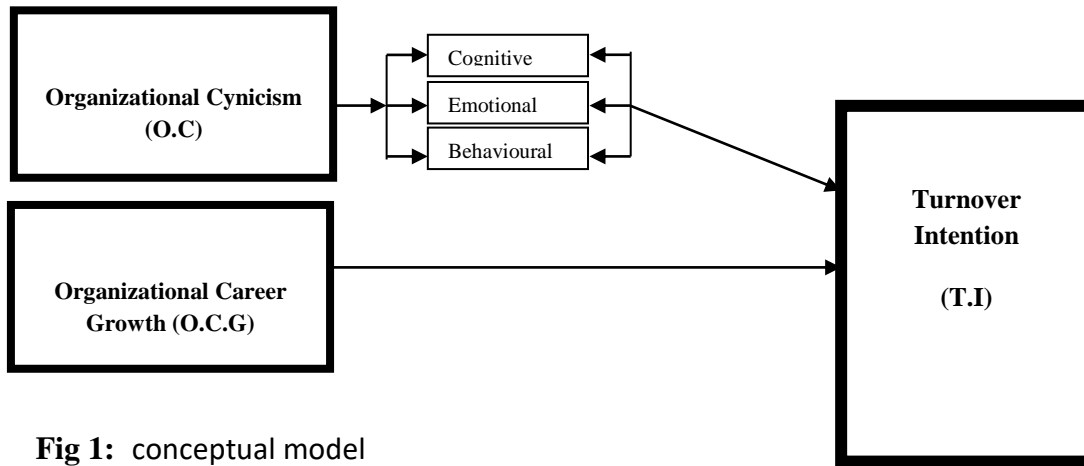


Fig 1: conceptual model

Theoretical Framework

Expectancy theory will serve as the theoretical framework for the study. This is because expectancy theory is one of the most influential conceptual paradigms for understanding workplace behavior (Walczak, 2015). Expectancy theory (Vroom, 1964) which is based on three principle or assumptions namely “expectancy”, “instrumentality” and “valence” (E. I.V) portrays that the decision to leave or stay in an organization can best be explained by examining the relationship between effort, performance and reward. The notable outcome when the organization and the employee’s relationship are not in congruity is turnover intention since there should be a positive co- relationship between an employee’s effort in performing a job and a desirable outcome for the employee which he/she values.

However, drawing a correlation between this theory and variables of interest namely; organizational cynicism, organizational career growth and turnover intention. It is obvious that employees join organizations with expectations and if these expectations are met (career growth prospects) they will remain members of the organization and vice versa. The employee’s belief that the expectation can be achieved based on effort. This suggests that employees will constantly be encouraged to exert effort to perform well in needed organizational functions where there is expectation that will always be



followed by desired or valued outcome. Thus, if employees perceive that the organization will meet their expectation (e.g. promotion, compensation, remuneration) based on their effort (e.g. acquiring of new skills, professional ability etc) they tend to be inclined in their job and if not, there is always the probability of such employee having the intention of quitting. Thus, when employees perceive that the organization lacks fairness, trust and honesty in the distribution of justice and reward (expectations e.g. promotion, fringe benefits) they tend to have negative perception and attitude towards the organization (organizational cynicism) which invariably will increase the intent of such employees quitting their job. Equally, there should be an established relationship (instrumentality) between performance and reward. For instance, when employees acquire new skills, professional ability etc, it should be reciprocated with promotion and perhaps remuneration growth. Thus, when there is positive co-relationship between performance and reward, employees tend to be more inclined in their work, less cynical about their organization and with the least intent of quitting their work. To be motivated to do work, the employee must trust that if the outcome is achieved, the employee will get the reward (valence) which is commensurate with the effort and performance. An employee thrives to perform as a result of the effort they put forth on their articulated expectations which will lead to desired or valued outcome (valence). Hence, employees should have the belief that the more the effort, the better the performance and the better the performance the higher will be the reward.

However, the effort put forth on articulated expectations based on performance (instrumentality) should be commensurate with the reward (valence). Therefore, unmet expectation of upward movement for instance, organizational career growth within an organization will be expected to bring harrowing experiences to employees with attendant negative consequences for motivation and performance in organizational roles which will result in negative attitude and perception towards the organization (organizational cynicism) and the intention to quit (turnover intention) since employees attitude and behaviour are consequent upon the degree to which the organization meets their expectation.

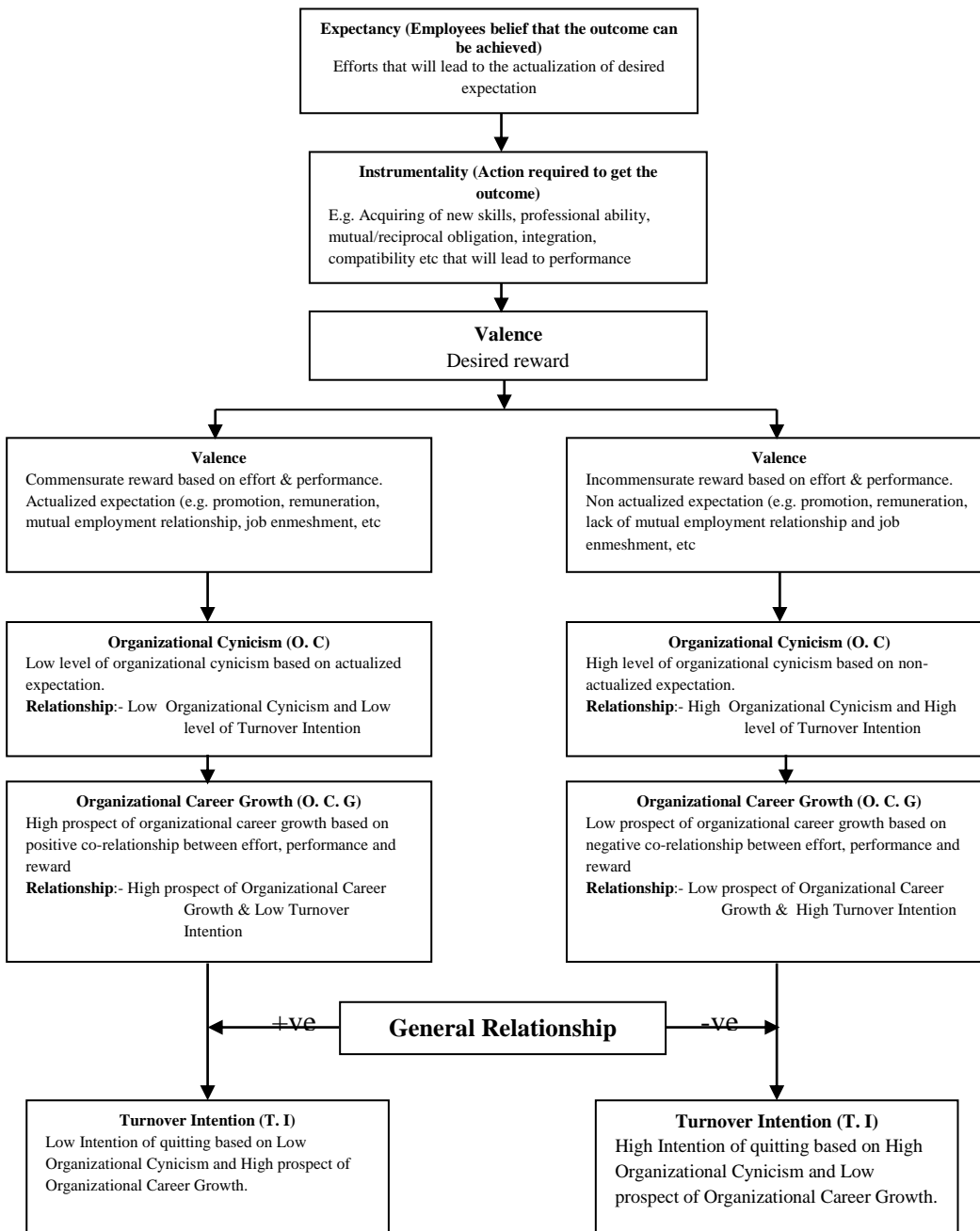


Fig. 2: Diagrammatical Illustration of the Theoretical Framework



Method

Participants

The participants for this study comprised six hundred and twenty-two (622) workers drawn from employees of vegetable oil producing companies in Enugu state that have similar characteristics in terms of their mode of production (crushing and refining) and fit into the classification of large scale enterprise. The participants were selected through multi stage (cluster and purposive) sampling method. This method was used because it allowed the researcher to draw sample from population of special and/or similar dwelling framework, cluster or domain (vegetable oil producing companies) at the same time (Saunders, Lewis & Thornhill, 2012). These vegetable oil producing companies were Wilson Nig ltd, Aniuzo oil ltd, Aqua oil ltd and Transtil oil ltd. The participants comprised both married and unmarried workers, male and female workers who have spent at least one year in the organization, with at least FSLC and between the ages of eighteen and sixty years.

The distribution of the sampled workers were as follows: male 354 (56.9%), female 268 (43.1%), married 321 (51.6%), single 301(48.4%), supervisors 78 (12.5%), other workers 544 (87.5%). The age of the participants ranged from 18- 60 years with the mean age of 33.75 (M = 33.75, SD= 9.30). The educational level of the participants ranged from First School Leaving Certificate Holders (n=40, 6.4%), Senior School Certificate Holders (n=206, 33.0%), Ordinary National Diploma (n=162, 26.0%), Higher National Diploma (n=114, 18.3%), Bachelors' degree holder (n=85, 13.7%), Master's degree holder (n=11, 1.8%) and PhD holders (n= 4, 0.64%).

Instruments

Three scales which include 13-item Organizational cynicism scale by Dean, Brandes and Dharwadkar (1998), 15-item Organizational career growth scale by Weng (2010) and 28-item measure of turnover intention scale developed by the researchers were used.

Organizational Cynicism Scale



This instrument was developed by Dean, Brandes and Dharwadkar (1998) and was adapted and administered in this study. The 13-item scale was designed to assess the negative attitudes of employees towards their organization based on three dimensions namely cognitive, affective and behavioral. Sample items include, "I believe my company says something and does another", my company policies, goals and practices seems to have little in common". Item 1-5 measure the cognitive aspect, item 6-9 measure affective/emotional aspect while item 10-13 measure the behavioral aspect. The scale was designed using the likert format with scoring pattern on a 5 point scale that ranged from 1= strongly disagree to 5= strongly agree. All the items are directly scored, indicating the higher the score, the higher the organizational cynicism and the lower the score the lower the organizational cynicism. Dean et al., (1998) reported a reliability coefficient of .86 and the internal consistency reliabilities of the sub scales ranged from .77 (cognitive), .80 (emotional) and .85 (behavioural). In addition, while establishing the reliability coefficient of organizational cynicism scale, the researchers in a pilot study with 107 participants drawn from Golden oil limited and Baron oil limited both in Onitsha yielded a Cronbach Alpha coefficient of .91 and internal consistency reliabilities of the sub-scales ranged from .87 (cognitive), .88 (emotional) and .86 (behavioral) respectively in this study.

Organizational Career Growth Scale

Organizational career was measured by the organizational career growth scale developed by Weng (2010). The 15-item scale was designed to measure and assess employee's career growth within one's present organization. It has four dimensions that capture career goal progress, professional ability development, promotion speed and remuneration growth. For this study, the researchers used the overall total score of the scale as a single construct. According to Gangaram (2016) who posited that the scale can be used as a single construct in the study he conducted. Sample items include "my present job moves me closer to my career goals", "the probability of being promoted in this organization is high". Items are rated on a 5-piont scale ranging from 1= strongly disagree to 5= strongly agree. All items were directly scored indicating the higher the score, the higher prospect of organizational career growth while the lower the score, the



lower the prospect of organizational career growth. He reported a reliability index of (Cronbach alpha) of .85. While establishing the reliability coefficient of this scale, the researchers in a pilot study with 107 participants drawn from Golden oil limited and Baron oil limited both in Onitsha obtained a Cronbach alpha coefficient of .90 in this study.

Turnover Intention Scale (TIS)

The researchers developed turnover intention scale. The researchers developed this instrument because after reviewing literature on turnover intention found that existing instruments on turnover intention mainly focused on organizational factors (e.g. Bluedorn, 1982) without consideration on other factors that could trigger turnover intentions like status, personal, expectation and growth factors. The researchers developed a 28-item turnover intention scale with five factors. Response is patterned on a five- point Likert type format ranging from 5= 'strongly agree' to 1= 'strongly disagree'. The turnover intention five factors are status factor(6 items - employee's intent to leave the job based on martial and present job position/rank/footing) Organizational factor (3 items - employee's intent to leave the job based on organizational practices and policies) Personal factor (8 items - employee's intent to leave the job based on internal locus of control) Expectation factor (6 items - employee's intent to leave the job based on non-accomplishment of desired needs and goals) and Growth factor (5 items - employee's intent to leave the job based on perceived absence of growth and development). The scale can also be analyzed composite-wise. It has a reliability coefficient of .94 for the total items and .83, .77, .90, .87 and .87 for status, organizational, personal, expectation and growth factors respectively. A convergent validity was conducted with turnover intention scale by Bluedorn (1982) and it indicated that the measure of turnover intention among employees is reliable and valid for use in this study. In course of this study, the scale was used as a single construct.

Procedure

The researchers with a letter of introduction from the Head, Department of Psychology, Enugu State University of Science and Technology visited the selected vegetable oil



producing companies and met with the administrative managers of these companies. After explaining to the administrative managers that the purpose of the survey was strictly for research, they obliged. The administrative managers in each of these vegetable oil producing companies permitted a research assistant to the researcher. The research assistants helped in distributing the copies of the questionnaire to the workers who are willing to participate in the study and equally collected the copies of the questionnaire from the workers after completion. All participants were informed that their responses to the questionnaire would remain confidential. Six hundred and eighty (680) copies of the questionnaire were distributed in the four clusters (vegetable oil producing companies surveyed) with the help of the research assistants. The copies of the questionnaire allocated for each of the four clusters (i.e. the four vegetable oil producing companies) were (purposively) administered to the employees that willingly participated in the study in their various clusters. It took six working days for most of the copies of the questionnaire to be collected through the help of the research assistants in each of these vegetable oil producing companies visited. A total of six hundred and forty three (643) were returned, twenty one (21) copies were discarded as a result of improper completion while six hundred and twenty two 622 (91.5%) valid copies were used for the analysis.

Design/Statistics

The study adopted a cross-sectional survey design while hierarchical multiple regression analysis using SPSS version 23 was employed in the analysis of the data.



Results

Table 1: Descriptive Statistics and Correlation Matrix

Variables	M	SD	1	2	3	4	5	6	7	8	9	10
1 Gender			1	-.093*	.144**	-.095*	.009	-	-.045	-.005	.061	.014
								.027				
2 Age	33.749	9.297		1	.592**	.746**	.563**	.042	.015	-.011	-.067	.009
3 Marital status					1	.460**	.436**	.026	.026	.032	.026	.056
4 Years of experience	5.469	4.110				1	.468**	.006	-.004	.050	-.044	-.012
5 Educational level							1	-	.007	.046	.002	.060
								.004				
6 OCS_COG	13.205	5.219						1	.709**	.431**	-.149**	.362**
7 OCS_AFF	10.887	4.610							1	.426**	-.150**	.307**
8 OCS_BEH	9.190	4.174								1	-.084*	.351**
9 OCGSTOTAL	11.405	4.294									1	-.056
10 Turnover intention	60.528	16.119										1

Note** $p < .01$; * $p < .05$; Marital Status (0 = married, 1 = single); Gender (0 = Male, 1 = Female); Education qualification (1 = OND; 2 = Bachelor's degree, 3 = Postgraduate); OCS_COG=Organisational Cynicism (cognitive), OCS_AFF= Organisational Cynicism (Affective); OCS_BEH= Organisational Cynicism (Behavioural); OCGSTOTAL=Organisational Career Growth

The correlations in Table 1 showed that gender, age, marital status, years of experience and educational level were not significantly correlated with turnover intention. Organisational Cynicism (cognitive) positively correlated to turnover intention ($r = .36$, $p < .001$), Organisational Cynicism (affective) was positively correlated to turnover intention ($r = .31$, $p < .001$), Organisational Cynicism (behavioural) was positively correlated to turnover intention ($r = .35$, $p < .001$). While Organisational Career Growth was not a significant correlate of turnover intention.



Table 2: Summary of Hierarchical Multiple Regression Analysis for Variables Predicting Turnover Intention (N=622)

	Step 1		Step 2		Step 3	
	B	T	β	t	β	t
GENDER	-.006	-.144	.006	.156	.003	.076
AGE	-.038	-.537	-.021	-.322	-.005	-.070
MARITAL_STATUS	.066	1.266	.047	1.004	.038	.812
YEARSOFEXPERIENCE	-.057	-.934	-.071	-1.290	-.071	-1.295
EDUCATIONAL_LEVEL	.070	1.423	.063	1.409	.060	1.332
OCS_COG			.235	4.441**	.243	4.613**
OCS_AFF			.037	.699	.047	.904
OCS_BEH			.234	5.629**	.236	5.709**
OCGSTOTAL					.111	-3.012**
R	.102		.434		.448	
R ²	.010		.189		.201	
ΔR^2	.010		.178		.012	
F	1.08(6, 615)		44.82(3, 612)**		9.07(1, 611)**	

Note** $p < .01$; * $p < .05$; Marital Status (0 = married, 1 = single); Gender (0 = Male, 1 = Female); Education qualification (1 = OND; 2 = Bachelor's degree, 3 = Postgraduate); OCS_COG=Organisational Cynicism (cognitive), OCS_AFF= Organisational Cynicism (Affective); OCS_BEH= Organisational Cynicism (Behavioural);OCGSTOTAL=Organisational Career Growth

Results of the hierarchical multiple regression shown in Table 2. The variables were entered in stepwise models. The demographic variables (gender, age, marital status, years of experience, and educational level) in the Step 1 of the regression analysis and none of it was a significant predictor of turnover intention. In step 2, organisational cynicism (cognitive) was a significantly predictor of turnover intention, organisational cynicism (cognitive) ($\beta = .24$, $t = 4.44$, $p = .001$). The organisational cynicism (behavioural) was significant predictors of turnover intention($\beta = .24$, $t = 5.63$, $p = .001$), while organizational cynicism (affective) was not a significant predictor of turnover intention. The contribution of organisational cynicism in explaining the variance in turnover intention was 17.8% ($\Delta R^2 = .178$). In step 3, organisational career growth was entered, it was a significant negative predictor of turnover intention, $\beta = .11$, $t = -3.01$, $p = .003$. The contribution of organisational career growth in explaining the variance in turnover intention was 1.2% ($\Delta R^2 = .012$).



Discussion

The result of the first hypothesis which stated that organizational cynicism (cognitive, affective and behavioural) will positively predict turnover intention was partly accepted because organizational cynicism (cognitive and behavioural) positively predicted turnover intention while affective dimension did not. The result of the analysis revealed that as the negative perception and attitude of employees towards the organization (cognitive dimension) increased, employees' intention to leave the organization (turnover intention) increased. This is consistent with the finding of Neves (2012) who posited that the negative belief and perception exhibited by employees towards the organization was because of lack of fairness, justice and sincerity in the distribution of justice and reward by the organization thereby causing employees to have the intention of leaving. Looking at the Nigerian work setting presently, it could be observed that the trend is on the rise. Most employees exhibit negative perception towards their organization in relation to how they are being treated. Clear instance could be cited from the face-off between labour and government as well as the private sector in relation to minimum wage. Present capital per income of employees is nothing to write home about when compared with the job status of employees as well as economic condition of the country (e.g. high inflation rate). Thus, it could be argued that the perception of lack of fairness, honesty and sincerity in the distribution of justice and reward becomes the bane behind employees' intention to leave their job.

Also, the findings revealed that behavioural dimension of organizational cynicism positively predicted turnover intention. This also portrays that as the overt and covert negative behavioural tendencies of employees towards the organization (behavioural dimension) increased, their intention to leave their job (turnover intention) increased. This is because the dimension centers on the overt and covert negative behavioural tendencies and attitudes (e.g. fierce criticisms, withdrawal, denigration, sabotage) of employees towards the organization which usually arises from the negative perception. This is pertinent since the manifestation of these cynical behaviours (e.g. fierce criticisms of the organization, denigration, condescension, sabotage, quitting) are all



reflection of the non-compliance to mutual obligation of the employment relationship. This is in congruence with Laschinger (2012) study which stated that employee's contemplating of leaving their job was as a result of variety of cognitive or attitudinal reasons which must be realized by acting behaviourally. Thus, it could be argued that as a result of unfairness and lack of honesty in the distribution of justice and reward, which causes the eluding of basic career goals and needs of the employees, resulted in the contemplation of leaving the job. This affirms the assertion that cynical attitudes are manifestation and justification towards workplace intricacies.

From the study, organizational cynicism (affective) was not a positive significant predictor of turnover intention. This was in contrast with previous findings (e.g. Maslach & Jackson, 1981) who posited that organizational cynicism (affective) positively predicted turnover intention. Thus, the reason for this discrepancy could be due to the volatile and vulnerable nature of Nigerian work setting coupled with multifarious obligations on the part of the employee (e.g. family and societal demands) makes it difficult for the affective dimension to positively predict turnover intention. Another reason could be due to slowness in the gradual manifestation of affective responses and lack of will power to exhibit out those strong negative emotional reactions that will propel the thought of leaving one's job. This could be attributed to large workforce with limited working opportunities, poverty and limited organizations to work for, if you leave. In affirmation with this assertion, findings (e.g. Smedan, 2012) have shown that Nigeria is one of the least developing countries in terms of gross domestic product (GDP) and one of the least paid countries (in terms of capital per income).

The second hypothesis which stated that organizational career growth will negatively predict turnover intention was accepted. The result of the analysis shows that as the perception of awareness of advancement and development (organizational career growth) among employees increased, their intention to leave the job (turnover intention) decreased. This could possibly be that the mere expectation of prospect of organizational career advancement and development by employees increases effort and



motivates a strong involvement in the organizational process. Thus, it could be postulated that organizations that offer its employees better career growth prospect as well as have favourable framework for employees' awareness of advancement and development tends to make employees more inclined to the organization with least intent of quitting. This is in line with previous studies (e.g. Jawahar, 2012; Okurame, 2012) which revealed that organizational career growth centers on the manifestation of individual's perception in relation to anticipated expectation of awareness of advancement and development.. This demonstrates that the viability of any organization lies in creating an avenue for the upliftment of employees in terms of growth, advancement and development since the human capital development of employees solidifies the organizational base of any organization. This in turn increases employee's effort and motivates a strong involvement in the organizational process. Thus, making it difficult for such employees to have the intention of leaving their work. Hence, it could be contended that the anticipation of actualization of expected career goals among employees decreases employee's intention to leave the job.

Limitation of Findings

This study has several limitations as follows: First of all, it is a cross-sectional research and has all the inherent weakness of this type of research. Another limitation is the sample size. The study utilized only vegetable oil producing companies in Enugu state, thus questioning the external validity of the generalization of the result. Thus, further studies should be conducted on similar research using employees from other large scale enterprise (other than vegetable oil producing companies. Thirdly, the sample size should be expanded to include other oil producing companies in the south-East. Finally, although the methodology deals adequately with the manifest variables, critical latent variables cannot be suitably accounted for by the use of purely quantitative approach. Due to the complex and multi-faceted nature of turnover intention, a deeper understanding of the roles of organizational cynicism, organizational career growth and turnover intention can be attained using both quantitative and qualitative approach, perhaps qualitative approaches such as interviews. Thus, the mixed-method approach



in investigating turnover intention is worthwhile and should be considered by future researchers.

Implication of the study

There are numerous implications of the findings of the present study. Several deductions can be made that can benefit future researchers, policy makers, captains of industries, employers of labour and workers in large scale enterprise/private sector. First, the study revealed that organizational career growth negatively predicted turnover intention. Therefore, it provides insight that awareness of organizational career growth in the organization promotes and stimulates employee's enmeshment in their job as well as decreases their cynical behaviours and attitudes towards the organization. Hence mitigating their intention to leave the job. Thus, management need to pay attention to the organizational growth and development of its employees for better service delivery.

Secondly, the study equally found that dimensions of organizational cynicism positively predicted turnover intention. Hence, management should make sure that employment agreement are usually kept because it is its breach that causes the negative belief and perception employees do have that predisposes turnover intention.

Finally, findings from this study will help in directing future research in understanding the peculiarity and severity of turnover intention in our contemporary work environment and therefore the relation it may have on organizational process.

Conclusion

The research has demonstrated that employees engage in turnover intention as a result of increased organizational cynicism and lack of perceived organizational career growth among employees.

However, the research revealed that turnover intention was influenced by organizational cynicism (cognitive and behavioural) dimensions. Thus, portraying that employees' cynical behavior and attitude towards the organization triggers off turnover intention observed in the work setting. This implies that the way employees perceive



and behave towards the organization was a reflection of the way justice and reward were being distributed in the organization which invariably portrays the incompatibility between job demand and organizational reward.

Also the study revealed the imperativeness of organizations to provide an avenue for their employees to actualize their career goals. This is because employees become more inclined to their job and less prone to cynical behavior when there is perceived awareness of organizational career growth.

Therefore, in the light of the present findings, management should provide supportive work environment that will aid employees in the accomplishment of their career goals as well as maintenance of contractual employment agreement with employees. This will invariably make employees committed to their job and be less prone to cynical behaviors towards their organization with the least intention of leaving.

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