



Beyond Paychecks and Promises: Examining How Commitment and Quality of Work Life Shape Organizational Cynicism among Employees of First Bank Nigeria in Ibadan'

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ABSTRACT

Research on organizational cynicism has gained attention globally. There is however dearth of this research in South West Nigeria. The present study therefore investigated the influence of work-related quality of life and organizational commitment on organizational cynicism among first bank employees in Ibadan Metropolis. The Attitude-Behaviour Theory and Social Exchange Theory served as the framework for this study. The research adopted a survey research design; Participants were employees of first bank, purposively sampled from a population of bank staff in Ibadan, these comprised of 118 females and 82 males from the various first bank branches in Ibadan, their ages ranged from 18-65. The mean age of participants was 37.8 years. SD= 9.1. Data were collected using 43- items structured questionnaire with three scales: demographic variables, The Work-Related Quality of Life (WRQOL) Scale ($\alpha =0.81$), Organizational Commitment Scale ($\alpha =0.87$), and Organizational Cynicism Scale ($\alpha =0.78$), t-test and regression analysis were conducted on four hypotheses in the study. Result indicated that organizational commitment did not significantly influence organizational cynicism among employees of first bank in Ibadan [$t(198) = 0.76; p > .05$]. The result also revealed that work related quality of life significantly influenced organizational cynicism of the sampled first bank employees in Ibadan [$t(198) = 2.09; p < .05$]

INTRODUCTION

Organizations are facing more and more difficulties in the modern workplace as a result of employee discontent, disengagement, and unfavorable sentiments, especially organizational cynicism. Defined as a negative attitude toward one's employing organization, organizational cynicism encompasses negative emotional reactions, dispositions to denigrate the organization, and views that the company lacks integrity (Dean et al., 1998). Increased turnover intentions, decreased productivity, and a drop in employee morale have all been connected to this expanding epidemic. In light of this, it is imperative to investigate how organizational commitment and work-related quality of life (WRQoL) contribute to or hinder organizational cynicism.

According to Van Laar et al. (2007), work-related quality of life is the degree to which workers are content with a variety of aspects of their employment and workplace, such as job security, working conditions, opportunities for professional growth, work-life balance, and psychological well-being. As businesses adjust to post-pandemic realities, digital revolutions, and shifting workforce expectations, WRQoL has drawn more attention recently (Ahmed et al., 2023). Employees' psychological resilience, job happiness, and engagement are all positively correlated with a high quality of work life, which may lessen their likelihood of becoming cynical about their company (Yilmaz & Ugurluoglu, 2023). When employees perceive that their organization genuinely cares for their well-being and provides an environment conducive to growth and satisfaction, the likelihood of them harboring feelings of distrust or disappointment diminishes.

Conversely, poor WRQoL—characterized by excessive workload, job insecurity, lack of autonomy, and limited support—can significantly heighten stress levels and foster disillusionment. Employees experiencing such conditions may feel exploited or undervalued, thereby reinforcing the belief that their organization lacks moral integrity and does not prioritize their welfare. This psychological contract breach often acts as a precursor to organizational cynicism (Fatima & Sajjad, 2024). Moreover, in a climate where workplace conditions are suboptimal, negative narratives about the organization tend to proliferate, reinforcing a shared sense of cynicism among employees (Iqbal & Khalid, 2022). Organizational commitment, or the psychological bond an employee has with their company, is just as important in determining employee attitudes and behaviors as WRQoL. Affective (emotional connection), continuance (perceived costs of leaving), and normative (feeling of obligation to remain) are the three variables commonly used to characterize organizational commitment (Meyer & Allen, 1991). High levels of commitment, particularly affective commitment, might assist employees keep a good view of the company even when faced with difficulties and provide as a buffer against bad working experiences (Kwon & Lee, 2023). Strong organizational commitment increases the likelihood that workers will show loyalty, trust their company, and embrace its objectives—qualities that are fundamentally at odds with cynical tendencies.

Conversely, when there is a lack of commitment or when it is motivated purely by the desire to avoid leaving, employees may experience feelings of entrapment instead of connection, resulting in bitterness and a breakdown of trust within the organization. This situation is consistent with the notion that low levels of commitment can foster organizational cynicism, especially when employees perceive that their loyalty or efforts are not reciprocated by the organization (Adigun & Adeoye, 2022). Additionally, in settings where organizational changes happen without proper communication or consideration of employee feedback, even those with a high level of commitment may start to doubt the honesty of the organization, leading to the emergence of cynical attitudes (Zhang & Li, 2024). The relationship between WRQoL and organizational commitment is also significant. Studies indicate that the quality of work life is a strong predictor of organizational commitment, with employees who enjoy a higher WRQoL displaying a greater emotional and moral connection to their organization (Eze & Obiekwe, 2023). This connection suggests that efforts to enhance WRQoL might also promote organizational commitment, acting as a combined approach to address organizational cynicism. For instance, when employees feel that their efforts are appreciated and their needs are satisfied, they not only develop greater commitment but are also less inclined to feel or express cynicism. Additionally, organizational cynicism is not simply a passive stance but an evolving phenomenon that is both shaped by and impacts workplace culture, leadership behaviors, and individual differences (Karakas et al., 2022). As such, addressing it requires a multifaceted approach that recognizes the psychological and emotional experiences of employees. Promoting a positive work environment, fostering open communication, and investing in employee development are some ways through which organizations can enhance WRQoL and commitment, thereby reducing cynicism (Gholipour & Ghanbari, 2023).

In summary, organizational cynicism is a significant issue that detracts from employee engagement and the overall effectiveness of organizations. Both WRQoL and organizational commitment are identified as key factors in understanding and addressing this issue. While a high WRQoL fosters well-being and satisfaction, organizational commitment serves as a foundation for employees' loyalty and their favorable views of the organization. Collectively, these elements provide strong tools for organizations to combat the damaging impact of cynicism. Investigating the relationships between these concepts, especially in light of changing workplace challenges, is crucial for both theoretical development and practical solutions.

LITERATURE REVIEW

Organizational cynicism, defined by negative attitudes, beliefs, and emotions towards an organization, has increasingly been a focal point in modern research on organizational behavior. It is often observed in employees who notice a gap between what the organization claims and the actual situation, leading to feelings of frustration, mistrust, and disengagement (Dean et al., 1998; Ozdemir & Karadag, 2023). Two important factors that have been recognized as impacting organizational cynicism are Work-Related Quality of Life (WRQoL) and organizational commitment. Work-Related Quality of Life pertains to the degree to which employees are content with different elements of their job, including job security, working conditions, overall job satisfaction, general well-being, work stress, and work-life balance (Van Laar et al., 2007). Numerous recent studies have demonstrated an inverse relationship between WRQoL and organizational cynicism. Employees who experience a high level of WRQoL tend to be less likely to develop cynical attitudes toward their organizations, as their needs are fulfilled, and they feel valued and supported. In a recent investigation by Sevim and Aydoğan (2023), it was revealed that WRQoL significantly negatively predicted organizational cynicism among healthcare professionals in Turkey. The authors found that inadequate working conditions, elevated job stress, and a lack of autonomy were directly linked to increased levels of cynicism, especially within public healthcare settings. Likewise, Ashrafi and Mehdizadeh (2022) demonstrated in their study involving university personnel that WRQoL played a significant role in moderating the connection between perceptions of organizational justice and cynicism. Employees who reported higher WRQoL were more resilient in the face of organizational injustice and less prone to developing cynical attitudes.

The link between WRQoL and organizational cynicism has also been explored in cross-cultural contexts. Liu et al. (2024), in a multi-country study involving China, South Korea, and Indonesia, found that WRQoL dimensions such as supervisory support, fair compensation, and participation in decision-making significantly reduced employees' cynical attitudes. The study emphasized that improving employees' quality of work life enhances psychological safety and trust, thereby reducing the likelihood of disengagement and skepticism.

Moreover, as noted by Adewale and Ede (2025), low workplace quality of life (WRQoL) in the Nigerian public sector has been linked to increased distrust in leadership and feelings of alienation, which are fundamental aspects of organizational cynicism. Their research indicates that implementing workplace policies aimed at enhancing employee well-being, providing recognition, and fostering supportive leadership can mitigate cynicism and encourage loyalty. Organizational commitment, which refers to the emotional attachment and loyalty an employee has towards their organization, is crucial in influencing attitudes related to organizational cynicism (Meyer & Allen, 1997). Recent empirical studies have reliably demonstrated that higher organizational commitment is associated with reduced levels of cynicism. Karami and Maleki (2023) reported that affective commitment, which reflects emotional attachment

to the organization, was the strongest negative predictor of cynicism among employees in the banking sector in Iran. Employees who felt emotionally invested in their organizations were less likely to develop negative beliefs or display disengaged behaviors. In contrast, continuance commitment, which relates to the perceived cost of leaving the organization, showed a weaker negative relationship with cynicism, suggesting that emotional rather than calculative bonds matter more in this context.

Agbo and Uzundu (2024) investigated organizational commitment and cynicism among civil personnel in southeast Nigeria in a different study. They discovered that employees' judgments of organizational hypocrisy, unfair treatment, and lack of transparency – factors frequently associated with cynical attitudes – were diminished by high organizational commitment, particularly affective and normative dimensions. In order to strengthen commitment and lessen negativity, the authors suggested actions to improve employee voice, shared values, and organizational trust.

Moreover, Dede and Ozsoy (2022) demonstrated that organizational commitment mediates the relationship between organizational cynicism and leadership style. Transformational leadership increased commitment, which in turn decreased cynicism, emphasizing the interdependence of leadership, commitment, and employee attitudes. This mediational role of commitment implies that addressing negative workplace sentiments requires fostering employee engagement and emotional attachment. Although WRQoL and organizational commitment have been shown to reduce organizational cynicism independently, recent research has examined their combined or interactive effects; one study by Zhang and Wu (2023) examined how both variables interact to affect employee attitudes in high-stress settings, like emergency services. Their results showed that the beneficial benefits of organizational commitment in lowering cynicism were reinforced by high WRQoL. In other words, people were much less prone to adopt cynical perspectives when they had both strong organizational ties and supportive work environments. Furthermore, WRQoL had a direct and indirect impact on organizational cynicism through organizational commitment, according to a structural equation modeling study done in Nigerian tertiary institutions by Ayoade and Salami (2025). This demonstrates how initiatives to improve WRQoL could be a step toward developing commitment, which in turn lessens pessimistic sentiments.

Related Studies

Work-Related Quality of Life and Organizational Cynicism

Organizational cynicism and work-related quality of life (WRQoL) are two concepts that have garnered a lot of attention from academics because of their impact on both organizational performance and employee well-being. WRQoL is defined as how employees perceive and evaluate their job and work environment in relation to their overall well-being and satisfaction, and it includes things like job satisfaction, stress at work, control at work, home-work interface, and general well-being (Easton & Van Laar, 2018). Organizational cynicism, on the other hand, is characterized by negative attitudes toward one's employing organization, such as feelings of dissatisfaction or anger, and disparaging behavioral tendencies (Dean, Brandes, & Dharwadkar, 1998).

The relationship between these two factors has been the subject of numerous investigations. For instance, organizational cynicism has a detrimental impact on workers' work attitudes, such as commitment and job satisfaction, according to Chiaburu et al. (2013). Employees that are cynical are more likely to feel emotionally spent and think their workplace is unsupportive, which lowers their WRQoL. Similar findings were made by Basim and Sesen (2019), who studied healthcare workers in Turkey and discovered that lower WRQoL was substantially correlated with higher organizational cynicism, especially when it came to job control, stress management, and overall well-being.

Okechukwu and Adedayo's (2021) study in Nigeria looked at the connection between cynicism, WRQoL, and perceived organizational justice among public sector employees. According to their findings, a decrease in work-related quality of life was caused by increased cynicism, which was exacerbated by perceived injustice. This reinforces the premise that employees who perceive their organizations lack fairness and openness typically become skeptical and disengaged, resulting in poor job satisfaction and decreased overall well-being. Furthermore, a study by Özler and Atalay (2011) revealed the mediation effect of organizational cynicism in the link between leadership conduct and WRQoL. The authors contended that by lowering cynicism, transformational leadership techniques could enhance workers' opinions of their jobs. This suggests that communication and leadership style can act as significant protective factors against the negative impacts of cynicism on WRQoL. The association between organizational cynicism and WRQoL was moderated by organizational support and emotional intelligence, according to a related study by Demir and Demir (2014). They discovered that even in demanding workplaces, workers with greater emotional intelligence were better able to handle cynicism and preserve a comparatively higher standard of living.

Organizational Commitment and Organizational Cynicism

Understanding employee attitudes and behaviors requires an understanding of organizational commitment and organizational cynicism, particularly in the banking industry where morale, loyalty, and trust are essential for long-term productivity. In order to shed light on the dynamics of employee engagement and disenchantment, a number of research have examined the relationship between these factors in Nigerian banking institutions, including First Bank.

Organizational commitment relates to an employee's psychological attachment to their organization, often characterized in terms of affective, continuous, and normative commitment (Meyer & Allen, 1991). Affective commitment implies emotional attachment, continuation commitment incorporates the perceived cost of quitting the organization, and normative commitment shows a sense of obligation to remain. High levels of organizational commitment are typically associated with improved job performance, lower turnover, and increased organizational citizenship behavior.

Conversely, organizational cynicism is characterized by negative attitudes toward the organization, including beliefs that the organization lacks integrity, negative affect toward the organization, and tendencies to disparage the organization publicly (Dean, Brandes, & Dharwadkar, 1998). Cynicism is often a response to perceived organizational injustice, unmet expectations, or poor leadership practices.

In a study by Igbinomwanhia, Iyayi, and Ogbojafor (2013), involving employees in Nigerian banks including First Bank, findings revealed that organizational cynicism was significantly negatively correlated with affective and normative commitment. Employees who perceived a high level of organizational cynicism exhibited low levels of emotional attachment and moral obligation to remain in their organization. This suggests that increasing levels of distrust and skepticism among bank employees could erode their commitment, potentially resulting in absenteeism, low morale, and high turnover.

The function of communication and leadership in promoting organizational commitment among Nigerian bank employees was examined by Olayemi and Afolabi (2019). They discovered that ethical leadership and open communication were successful in building trust and lowering organizational cynicism, both of which increased employee engagement. These results are especially pertinent to First Bank, as employee perceptions of organizational integrity may be impacted by hierarchical structures and frequent policy changes. Furthermore, Uzonwanne (2016) found that organizations with more inclusive decision-making procedures and open lines of communication had considerably greater levels of organizational commitment among First Bank and Access Bank personnel. Employees in more authoritarian settings, on the other hand, expressed greater levels of cynicism due to a perceived lack of acknowledgment and justice.

Olajide and Okunade (2021) especially looked at First Bank and how perceived organizational support affected the relationship between organizational cynicism and commitment. Perceived managerial support and acknowledgment of staff efforts considerably mitigated the detrimental impacts of cynicism on commitment, according to the study. Workers who felt appreciated were more likely to show loyalty and emotional attachment to the bank and were less likely to adopt cynical attitudes. In order to reduce organizational cynicism and promote commitment, these studies highlight the significance of open leadership, equitable treatment, and employee involvement.

Demographic factors and Organizational Cynicism

Defined as a negative attitude toward one's employing organization, organizational cynicism is frequently typified by negative affect, disparaging behavior, and views that the organization lacks integrity. The effects of demographic factors like age, gender, education, length of employment, and marital status on the emergence and severity of organizational cynicism have been the subject of several research over the years. Numerous research indicate that organizational cynicism and age are related. For example, Johnson and O'Leary-Kelly (2003) discovered that because of their elevated expectations and sensitivity to perceived organizational injustice, younger workers had a tendency

to be more skeptical toward companies. On the other hand, older workers are more likely to show organizational loyalty and may have modified their expectations over time, which may protect them against pessimistic viewpoints. Some studies, however, suggest a U-shaped association in which cynicism is higher in the youngest and oldest age groups, with the former experiencing unfulfilled expectations and the latter experiencing stagnation in their careers (Andersson, 1996).

There have been conflicting findings about the impact of gender on organizational cynicism. According to some research, there are no appreciable differences in cynicism between men and women (Dean, Brandes, & Dharwadkar, 1998, for example). Others noted that perceptions of inequity, a lack of possibilities for promotion, or a lack of organizational support may cause female employees to be more cynical (Naus, van Iterson, & Roe, 2007). However, these benefits are frequently moderated by organizational and cultural environment.

Employees with higher educational qualifications are sometimes more prone to organizational cynicism, particularly when they perceive a mismatch between their qualifications and job roles. This overqualification may lead to frustration and critical attitudes toward organizational policies or leadership (Brandes et al., 2008). On the other hand, highly educated individuals may also be more adept at navigating organizational politics and managing their expectations, which could reduce cynical tendencies.

Length of time spent in an organization or in a particular job role has also been explored in relation to organizational cynicism. Research by Abraham (2000) found that longer tenure is associated with increased cynicism, often due to accumulated negative experiences and unmet expectations over time. However, other studies argue that experienced employees may become desensitized to organizational shortcomings and develop coping mechanisms that lower cynicism levels.

Some research has also investigated how marital status or family responsibilities affect organizational cynicism. Due to their greater need for job security and stability, married workers and those with dependents may be less cynical and refrain from voicing negative opinions (Chiaburu et al., 2013). Employees who are single or unattached, on the other hand, could feel more psychologically cut off from the company, which could make them more cynical. In summary, organizational cynicism is influenced by demographic characteristics in a complex and context-dependent manner. Employee perceptions and reactions to organizational practices are influenced by individual factors including age, gender, and education, but these factors frequently combine with job functions, leadership philosophies, and corporate culture to affect cynicism levels. Managers who want to establish more encouraging and trust-based work cultures must have a thorough understanding of these dynamics.

Statement of the Problem

Nigeria's banking industry is under increased strain in the current competitive business climate as a result of governmental changes, economic volatility, digital transformation, and consumer expectations. The work experiences of employees have been greatly impacted by these dynamics, especially in First Bank offices in Ibadan. The increasing degree of organizational cynicism, which is typified by unfavorable sentiments, mistrust, and disenchantment with the organization, is one of the developing issues. Cynical workers frequently feel alienated, devalued, and doubtful of management's motives, which has a negative impact on output, customer satisfaction, and overall organizational performance.

Work-related quality of life (WRQoL), which includes job satisfaction, stress levels, work-life balance, and feelings of empowerment and recognition, is a significant factor affecting organizational cynicism. Employees are more prone to become resentful toward their company if they believe their job life is not fulfilling. Moreover, cynicism may be prevented or exacerbated by organizational commitment, which is a reflection of workers' emotional attachment, identification with, and involvement in the company. Cynical behavior is typically facilitated by disengagement and disillusionment, which are sometimes indicated by a lack of commitment.

Even though these factors are important, there aren't many empirical research examining how organizational commitment, organizational cynicism, and work-related quality of life interact in the Nigerian banking industry, especially among First Bank employees in Ibadan. The majority of current research ignores the psychological and attitudinal aspects of employees' experiences in favor of concentrating on financial performance or customer pleasure. Enhancing staff engagement, retention, and service delivery requires an understanding of how organizational cynicism is influenced by WRQoL and organizational commitment.

This study, therefore, seeks to investigate the predictive and interactive roles of work-related quality of life and organizational commitment in shaping organizational cynicism among First Bank employees in Ibadan.

Objectives of the study

- To examine the significant influence of organizational commitment on organizational cynicism among First Bank employees in Ibadan
- To investigate whether work related quality of life will significantly influence organizational cynicism among First Bank employees in Ibadan
- To ascertain the influence of gender on organizational cynicism
- To find out whether demographic factors (age, religion, ethnicity, years in service, and educational qualification) will have joint and independent influence on organizational cynicism among First Bank employees in Ibadan

Hypothesis

1. Employees who report higher organizational commitment will have lower organizational cynicism than employees with lower organizational commitment
2. Participants who score higher on work related quality of life will score significantly lower on organizational cynicism than participants who score lower on work related quality of life among employees of First Bank Ltd. Ibadan, Oyo State
3. Male bankers will score significantly higher on organizational cynicism than their female counterpart
4. Age, ethnic group, religion, marital status, years in service and highest level educational will jointly and independently predict organizational cynicism among employees of First Bank Ibadan Metropolis.

METHODOLOGY

Design

This study adopted the survey research design. The design was chosen because the researcher did not manipulate any variable in the study. Independent variables are work related quality of life and organizational commitment. The dependent variable is organizational cynicism.

Setting

This study was conducted among employees of first bank of Nigeria, Ibadan. First Bank of Nigeria, established in 1894, is one of the country's oldest and most prominent financial institutions. In Ibadan, the capital of Oyo State and one of Nigeria's largest cities, First Bank operates numerous branches strategically located in commercial, administrative, and residential areas. The bank serves a diverse clientele including individuals, SMEs, and corporate organizations. As a key employer in the region, First Bank in Ibadan contributes significantly to the local economy. However, like many financial institutions, it faces challenges related to workforce management, digital transformation, customer demands, and maintaining employee morale in a highly competitive banking environment.

Sampling Procedure

Multi-stage sampling technique was adopted for this study. The researcher purposively selected nine (9) first bank branches in Ibadan to carry out the study: namely: First Bank Ojoo, First Bank UI, First Bank UCH, First Bank Mokola, First Bank Dugbe, First Bank Agodi, First Bank Challenge, First Bank Oke Ado, and First Bank Molete. A simple random sampling technique was used to select the participants for the study. The rationale behind the selection was based on the fact that the above-mentioned bank branches have a large number of employees and they handle more work with workload compared to other branches. Participants for the study consist of 200 employees of First Bank Nigeria Ltd with a mean age 45 (age range 18-65). Of the total of 200 bank staff, 118(59.0%) were females and 82(41.0%) were males. Ethnicity 195(97.5%) were Yoruba, 5(2.5%) were Igbo. Religion, 107(53.4%) were Christian, 92(46.0%) were Muslim while 1(0.5%) were traditional worshippers. Qualification, 1(0.5%) have SSCE, 126(63.0%) have ND/NCE, 69(34.5%) have B.Sc./HND, 4(2.0%) have

postgraduate certificate. Year of Experience, 95(43.6%) have 1-5 years of experience, 100(5.0%) have 6-10 years of experience, 3(1.7%) have 11-15 years of experience, 2(1.0%) have 16-20 years of experience. Age, 45(22.5%) were between 18-25years, 97(48.5%) were between 26-33years, 8(4.0%) were between 34-41years, 35(17.5%) were between 42-49years, 15(7.5%) were between 50 years and above

Procedure for Data Collection

A letter of introduction was obtained from the department of psychology and taken to the branch manager of each bank. After which the permission to conduct the study was granted. Directions on how to complete the questionnaire was also explained to respondents. The researcher also assured the respondents that their responses will strictly be used for academic purpose. They were assured that they can withdraw from the study at any time they so wish to do so. The data was personally collected by the researcher. The questionnaire included demographic information like gender, age, religion, marital status, educational qualification, organizational cynicism, work related quality of life items was delivered to 230 participants that was randomly selected among employees of first bank in Ibadan, only two hundred questionnaires (80%) were adequately completed and returned, and these were consider adequate for data analysis.

Instruments

A structured questionnaire was used to collect the relevant data for the study. The questionnaire consisted of standard adopted scales with adequate psychometric properties. The questionnaire was five sections: Sections A to D measuring, socio-demographic characteristics of participants and scales measuring Organizational Cynicism, Organizational commitment, and Work-related Quality of Life.

Section A: Demographic Variables:

This includes questions about the personal information of the targeted respondents such as gender, age, marital status, level of study, and religion.

Section B: Organizational Cynicism Scale

Organizational cynicism was measured by the Organizational Cynicism Scale developed by Brandes, Dharwadkar and Dean (1999). The scale consists of a total of 14 items and three subscales. The cognitive subscale comprises the first five items, such as "There are very few common aspects between the objectives and practices of the organization's policies that I have worked on." Items six through nine comprise the emotional subscale, such as "Thinking about the institution I work at gets me angry. The last four items (10-13) comprise the behavioral dimension.

Section C: Organizational Commitment Scale

Employees' organizational commitment was measured by the Organizational Commitment Questionnaire, developed by Allen and Meyer (1990); reorganized by Meyer, Allen, and Smith (1993); and adopted to Turkish by Wasti (2000). The scale is composed of the dimensions of affective commitment, continuance commitment, and normative commitment with a total of 24 items

In this study, the scale's internal consistency was 0.81 for affective commitment, 0.75 for continuance commitment, and 0.73 for normative commitment. Internal consistency for the overall scale was 0.79.

Section D: Work-Related Quality of Life Scale

The Turkish version of the WRQoL scale, originally developed by Van Laar, Edwards, and Easton in 2007 and translated and validated in its Turkish form by Duyan, Aytac, Akyıldız, and Van Laar (2013), was used to measure the WRQoL of the participants in this study. The WRQoL scale, scored on a 5-point Likert-type scale, includes 24 items in six sub-dimensions, including general well-being, homework interface, job and career satisfaction, control at work, working conditions, and stress at work. The Cronbach's alpha internal consistency coefficient for the scale was .91, and the Cronbach's alphas for the subscales ranged between .75 and .88. The Turkish adaptation study made by Duyan et al. reduced the original scale from 24 to 21 items, earning Cronbach's alphas of .89 for the overall scale and between .67 and .76 for the subscales. Items 6 and 17 on the scale were scored inversely (Duyan et al., 2013)

RESULT

Hypothesis One

This stated that employees who report higher organizational commitment will have lower organizational cynicism than employees with lower organizational commitment

Table 1. Summary of Independent T-Test Showing Influence of Organizational Commitment on Organizational Cynicism

Organizational Commitment	N	\bar{x}	Df	t	P
Low	78	58.64	198	0.76	> .05
High	122	59.84			

Hypothesis one which stated that, employees who report higher organizational commitment will have lower organizational cynicism than employees with lower organizational commitment was carried out using independent t-test. Result on Table 1 indicated that organizational commitment did not significantly influence organizational cynicism of the sampled First Bank Ltd employees in Ibadan [t (198) = 0.76; p > .05]. This result implied that there was no significant difference in the organizational cynicism of First Bank Ltd employees who reported higher organizational commitment and those employees that reported lower organizational commitment. Thus, the first hypothesis stated was rejected.

Hypothesis Two

This stated that work related quality of life will have a significant influence on organizational cynicism among employees of First Bank Ltd. Ibadan, Oyo State

Table 2. Summary of Independent T-Test Showing Influence of Work-Related Quality of Life on Organizational Cynicism

WRQoL	N	\bar{x}	Df	T	P
Low	114	60.77	198	2.09	< .05
High	86	57.52			

Hypothesis two which stated that, work related quality of life will have a significant influence on organizational cynicism among employees of First Bank Ltd. Ibadan, Oyo State, Nigeria was tested using independent t-test. Result on Table 2 revealed that work related quality of life significantly influenced organizational cynicism of the sampled First Bank Ltd. employees in Ibadan [t (198) = 2.09; p < .05]. Further analysis showed that employees of First Bank Ltd. Ibadan who reported low work-related quality of life (\bar{x} = 60.77) reported higher organizational cynicism than employees who reported high (\bar{x} = 57.52) on work related quality of life. Thus, the second hypothesis stated was confirmed

Hypothesis Three

The hypothesis stated that male bankers will score significantly higher on organizational cynicism than their female counterpart. T-test for independent variable was used to analyze the data because sex only exists in two levels (male and female).

Table 3. Summary of Independent T-Test Showing Influence of Gender on Organizational Cynicism

Gender	N	\bar{x}	Df	t	P
Female	82	58.63	198	0.80	> .05
Male	118	59.89			

Hypothesis three which stated that, male bankers will significantly score higher on organizational cynicism than their female counterparts was conducted with the aid of independent t-test. Result on Table 3 showed that gender did not significantly influence organizational cynicism of the sampled First Bank Ltd employees in Ibadan [t (198) = 0.80; p > .05]. Finding revealed further that there was no significant difference in the organizational cynicism of First Bank Ltd female employees and male employees. Thus, the fourth hypothesis stated was not supported.

Hypothesis Four

This stated that age, ethnic group, religion, marital status, years in service and highest level educational will jointly and independently predict organizational cynicism among employees of First Bank Ibadan Metropolis. It was tested using multiple regression analysis. The result is presented in Table 4

Table 4. Multiple Regression Showing the Influence of Age, Marital Status, Years in Service, Level of Education, Ethnicity and Religion on Organizational Cynicism

Predictor	β	t-value	Sig	R	R ²	F	P
Age	-.086	-.672	>.05				
Marital Status	-.097	-1.241	>.05				
Years in Service	.130	1.019	>.05	.308	.095	2.672	<.01
Religion	.133	1.739	<.01				
Level of education	-.250	-3.265	<.05				
Ethnicity	.113	1.509					

Table 4 presents result on the joint and independent influence of demographic factors on organizational cynicism among employees of First Bank Ltd Ibadan. The result reveals that all the demographic factors jointly predict organizational cynicism (F (7,179) = 2.672; P<.05 R2=.095). However, only highest level of Education (β =-.250; t=-3.265; P< .05) independently predicts organizational cynicism. Moreover, age (β = -.086; t= -.672; P> .05), ethnic group (β = .116; t=1.509; P> .05), marital status (β = -.097; t= -1.241; P> .05) and year in service (β = .130; t=1.019; P>.05) did not independently predict organizational cynicism respectively. Then stated hypothesis was partially confirmed.

DISCUSSION

This study examined the influence of organizational commitment, work-related quality of life (WRQoL) on organizational cynicism among employees of First Bank Ltd in Ibadan, Nigeria. Four hypotheses were tested using independent t-tests and multiple regression analysis.

The first hypothesis posited that employees with higher organizational commitment would exhibit lower organizational cynicism than those with lower commitment. However, the findings did not support this assumption, as organizational commitment did not significantly influence organizational cynicism. This result contradicts earlier findings which reported that strong affective commitment is typically associated with reduced cynicism and enhanced organizational loyalty (Ng & Feldman, 2023). A possible explanation could be that in the Nigerian banking context, organizational policies or leadership behaviors may undermine the impact of commitment, leading to persistent cynicism despite employees' willingness to remain committed.

In contrast, the second hypothesis, which predicted that work-related quality of life would significantly influence organizational cynicism, was supported. Employees reporting lower WRQoL also demonstrated higher levels of cynicism. This is consistent with previous findings that poor WRQoL – characterized by job stress, lack of support, and poor work-life balance – increases employee distrust and emotional withdrawal (Ahmed et al., 2022). The significant difference implies that enhancing job satisfaction, autonomy, and recognition could mitigate cynical attitudes among bank employees.

The third hypothesis predicted a gender difference in organizational cynicism, with male employees expected to score higher. However, findings revealed no significant difference between male and female employees. This aligns with recent studies that found gender does not consistently predict organizational attitudes like cynicism when other job-related factors are controlled (Chen & Uzundu, 2022).

The final hypothesis explored the predictive role of demographic variables – age, ethnicity, religion, marital status, years in service, and education – on organizational cynicism. The result revealed a statistically significant joint effect of these variables. However, only the highest level of education independently predicted organizational cynicism. This finding is in line with suggestions by Okonkwo and Adeyemi (2024) that employees with higher education may develop critical views or heightened expectations that, when unmet, result in organizational skepticism and dissatisfaction.

In summary, while organizational commitment did not significantly reduce cynicism, work-related quality of life emerged as a critical factor. Gender did not influence cynicism, and education was the only significant individual predictor among the demographic factors examined. These findings highlight the importance of improving employees' quality of work life and addressing the cognitive expectations of highly educated workers in combating organizational cynicism within Nigerian banking institutions

CONCLUSION AND RECOMMENDATION

As a conclusion, it can be stated that the significant relationship between organizational commitment and organizational cynicism is revealing of the fact that private sector organizations have not fulfilled the perspectives of employees. The salary structure and the growth of the private career that follow the rule of superiority and adequacy make that most of the employees feel frustrated with their jobs and can eventually generate organizational cynicism. In addition, this study has several practical implications during organizational change. Managers are advised to provide timely information about the change to employees, since the perceived quality of the information has the greatest effect on the specific cynicism of the change.

The findings of this research suggested that impact of organizational cynicism and work-related quality of life on employee is undeniable. Moreover, sustaining the satisfaction level of employee is a continuous process whose foundations are intricately linked with the organizational cynicism.

Given the main factors influencing cynicism (e.g. lack of recognition, rising organizational complexity, low work autonomy, poor communication, big gaps of salaries, conflict roles, feeling of nepotism, existence of bias, feeling of ostracism, disagreement with organizational values, unachievable organizational goals, work overloads, absence of adequate leadership skills and inadequate social support), financial organization have to rethink their current style of management and leadership as it is illogical to expect staffs' level of devotion and loyalty to be high in a climate of distrust, hopelessness and insecurity (Reichers et al, 1997 & Tukelturk et al., 2012).

The questionnaires used in this study were self-report measures in which sample of the study rated themselves on commitment and organizational cynicism. Such self-rating is less reliable due to self-biasness. In the future research, in-depth investigation should be done into the phenomenon. Finally, this research may be subject to criticism because of its inability to provide enough variability as the researcher focused mainly on a single bank, despite the fact that it is one of the biggest in the State, Oyo State. Moreover, the researcher overlooked some moderating variables such as engagement, satisfaction, and/or inclusion of bank staff. For future studies, the researcher suggests that the same hypothesis be tested with bank administrators and other employees in other banks, a matter that may yield different results.

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