

ORGANIZATIONAL CYNICISM AND AFFECTIVE COMMITMENT IN UNIVERSITIES IN KOGI STATE: MEDIATING ROLE OF WORK-RELATED QUALITY OF LIFE

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Abstract

This study examines the relationship between multi-dimensional organizational cynicism and affective commitment among university staff in Kogi State, Nigeria. Utilizing a survey-based quantitative approach, the research explores how cognitive, affective, and behavioural cynicism influence the emotional attachment of employees to their institutions. To achieve this objective, the population of the study comprised of staff of four selected universities in Kogi state. 339 sample size was approximately drawn up from the whole population. The findings indicate that while all dimensions of cynicism exhibit a negative relationship with commitment, they do not all independently predict it with statistical significance. Conversely, Quality of Work Life (QWL) dimensions—specifically adequate compensation and safe conditions—show strong positive correlations with commitment. The study concludes that QWL serves as a critical mediating mechanism that can buffer the negative impacts of cynicism in higher education settings.

Keywords: Organisational cynicism, affective commitment, quality of work-life, university.

1.0 Introduction

Organizational effectiveness is largely dependent on the emotional bond between employees and their institution, a concept known as organizational commitment. The results of high-level commitment lead to stronger teams, improved performance, and lower turnover rates. However, the Nigerian educational sector faces challenges such as inadequate infrastructure, delayed salaries, and heavy workloads, which foster negative attitudes like organizational cynicism.

Organizational cynicism, according to Kavindi and Kularathne (2024) is defined as a negative attitude characterized by lack of trust in the institution's honesty. It is composed of three dimensions: firstly, cognitive cynicism, which is a belief that the institution lacks honesty and openness. Secondly, the affective cynicism which consist of strong emotional reactions like anger, distress, or embarrassment toward the organization, and the behavioural cynicism which refers to as negative tendencies such as derogatory expressions or sarcastic humor (Edogbanya & Momodu, 2019).

Kogi state is home to many higher institutions. The universities include Federal University Lokoja, Prince Abubakar Audu University Anyigba, Kogi State University Kabba, Confluence University of Science and Technology Osara and Salem University Lokoja. Among these universities, the target population will comprise of all staff of four selected universities namely: Federal University Lokoja, Prince Abubakar Audu University Anyigba, and Salem University Lokoja. These universities are selected to represent the three tiers of government presence in the state: federal, state and private. As these institutions continue to grow, the

commitment and performance of staff within the institutions become crucial factor for sustained success. However, various negative workplace attitudes characterized by doubt, skepticism, and distrust towards the institutions and its policies.

Teaching and non-teaching staff of universities exhibit cynical behaviours which affects the way service is delivered in the institution due to excessive students' dealings and paper work, extreme workloads, time restrictions, frequent deadlines, and conflicting requests from the demands of the job. In recent times, things have changed due to globalization, and diversity in the work place, thus the university institutions are faced with the enormous challenges of maintaining high service standards and lack of commitment, which is associated with decreased performance.

The study was guided by the following research questions:

- i. What is the relationship between cognitive cynicism and commitment amongst staff of universities in Kogi?
- ii. What is the relationship between affective cynicism and commitment amongst staff of universities in Kogi?
- iii. What is the relationship between behavioural cynicism and commitment amongst staff of universities in Kogi?
- iv. What is the relationship between adequate & fair compensation and affective commitment amongst staff of universities in Kogi?
- v. What is the relationship between safe & healthy conditions and affective commitment amongst staff of universities in Kogi?

The broad objective of this study is to examine the mediating role of work-related quality of life on the relationship between organizational cynicism and affective commitment while the specific objectives are:

- i. To ascertain the relationship between cognitive organizational cynicism and affective commitment of staff of universities in Kogi.
- ii. To determine the relationship between affective organizational cynicism and affective commitment of staff of universities in Kogi.
- iii. To examine the relationship between behavioural organizational cynicism and affective commitment of staff of universities in Kogi.
- iv. To ascertain the relationship between adequate & fair compensation and affective commitment of staff of universities in Kogi.
- v. To determine the relationship between safe & healthy conditions and affective commitment of staff of universities in Kogi.

This study seeks to test the following null hypotheses:

H₀₁: Cognitive organizational cynicism does not have any significant effect on affective commitment amongst staff of universities in Kogi.

Ho₂: Affective organizational cynicism does not have any significant effect on affective commitment amongst staff of universities in Kogi.

Ho₃: Behavioural organizational cynicism has no significant effect on affective commitment amongst staff of universities in Kogi.

Ho₄: Adequate & fair compensation do not have any significant effect on affective commitment amongst staff of universities in Kogi.

Ho₅: Safe & healthy conditions have no significant effect on affective commitment amongst staff of universities in Kogi.

2.0 Review of Related Literature

Concept of Organisational Cynicism

Cynicism is often a "moral sense" questioning poor strategic choices. When employees believe institutional communication lacks credibility (cognitive) and feel disillusioned (affective), they may resort to complaints or withdrawal (behavioural) (Edogbanya & Momodu, 2019). Audenaert et al. (2021) described cynicism as being pessimistic, and having negative views about others. There are three basic dimensions of cynicism as mentioned in the introduction as cognitive, affective and behavioural. Organizational cynicism is therefore defined as a negative attitude towards ones organisation, comprising of three dimensions: a belief that the organisation lacks integrity; negative affects towards the organisation; and tendencies to disparaging and critical behaviours towards the organisation that are consistent with affect and belief

Organisational Commitment

Commitment is the strength of an individual's identification with an institution. This study emphases on affective commitment, which represents the emotional attachment and desire of an employee to remain a member because they identify with organizational goals (Edogbanya & Momodu, 2019). Organizational commitment can be defined as the degree to which a staff is willing to maintain association due to interest with the organization's goals and values; the relative strength of an individual's identification with, and involvement in an organization; felt state of employees' attachment to their organizations, including their willingness to adopt the values of the organization and abide by the guidelines and regulations therein (Asmaa et al., 2022; Cavus et al., 2025).

Work Quality of Life (QWL)

Nuevo (2023) describes QWL as to employee satisfaction with their physical, psychological, and social work environment. Key dimensions of QWL applicable in this study include adequate and fair compensation, and safe and healthy working conditions. Quality of life is the quality of content of relationship between employees and their total working environment with human dimensions added to the usual technical and economic ones (Dipankar, 2022).

For the purpose of this study, three dimensions of organizational cynicism was operationalized

- i. **Cognitive cynicism:** is the belief that the organization lacks openness, honesty and transparency (Kavindi & Kularathne, 2024).
- ii. **Affective cynicism:** This consisted of strong emotional reactions such as nuisance, embarrassment, or negative emotions such as distress-anguish, anger-rage, and disgust-revulsion towards the institution (Kavindi & Kularathne, 2024).
- iii. **Behavioural cynicism:** This refers to as negative tendencies and derogatory behaviours, which consisted of frequent negative attitudes and strong critical expressions towards the institution (Kavindi & Kularathne, 2024).
- iv. **Affective commitment:** This indicates the attachment and desire of an employee to the institution. It is a work-related attitude with positive mood towards the organization (Edogbanya & Momodu, 2019).
- v. **Quality of work life:** Employee perceptions of work environment, autonomy, work life balance and wellbeing (Nuevo, 2023).

Theoretical Framework

The Social Exchange Theory was adopted for this study and it suggests that when staff perceive supportive work conditions, they reciprocate with stronger commitment. Evaluating of quality of life rely on individuals' virtues or vices and on the collection of customs, beliefs and practices where he lives. The social exchange theory, which assumes that people engage in interactions based on rational calculations of costs and benefits. This is because the universities staff will weigh the benefits they receive from the institution (example, high quality of work life) against their negative experiences (example, cynicism). High quality of work life can help restore balance and commitment. Social exchange theory suggests that when organizations offer high quality work condition, employee may respond with higher commitment, even if they harbor some critical views

Empirical Review

Sandhu and Chanana (2025) undertook a study on the impact of organisational cynicism on job engagement in the Pharma industry in India using a multi-stage probability sampling method to determine the sample, with a sample size of 472 supervisors in the pharmaceutical industry. and analyzed using structural equation modeling, which revealed a substantial negative correlation between workplace cynicism and job engagement. The results clearly showed, there is a negative significant relationship between the constructs. It is recommended that organizations need to proactively address the detrimental impact of organizational cynicism on job engagement.

Kavindi and Kularathne (2024) examined effect of organizational cynicism on job performance, evidence from Sri Lanka rubber manufacturing industry, focusing on Gampaha District as the population, using stratified sampling technique. The study employed the use of multiple regression and correlation analysis for data analysis. The study confirms the unfavorable influence of organizational cynicism on the job performance of operational staff of the rubber industry, where the cognitive and behavioural cynicism employs a distinct interconnected role in mitigating job performance while the affective cynicism was removed from the model.

Nuevo (2023) undertook a study on quality of work life and organizational commitment of hotel employees, using quantitative non-experimental design. The findings of the study showed a very high level of quality of work of hotel staff in terms of job characteristics and compensation, employee welfare, work environment, work-life balance, and benefits. Also, it revealed that the organizational commitment of employees was high level in terms of affective commitment, continuance commitment and normative commitment. It was also found that the phases of quality of work life showed that compensation and benefits, employee welfare and well-being and work-life balance positively influenced the organizational commitment of employees.

Yoldash and Isac (2022) investigated the impact of organisational cynicism and its relationship with organisational commitment, job satisfaction of NGOs in Afghanistan, using the survey techniques of data collection of a sample size of 100 respondents from some NGOs. The results revealed high levels of the cynicism in the organization which has negative impact on job satisfaction. It was recommended that supervisors should endeavor to decrease the organization's cynicism.

Badran and Abou Zeid (2021) studied the relationship between organisational cynicism and organisational commitment among staff nurse at the Academy of cardiac surgery affiliated to Ain Shams university hospital, using a descriptive correlational design. The study revealed a negative relationship with a strong statistically significant between organisational cynicism and commitment within the staff nurses.

The Conceptual Framework

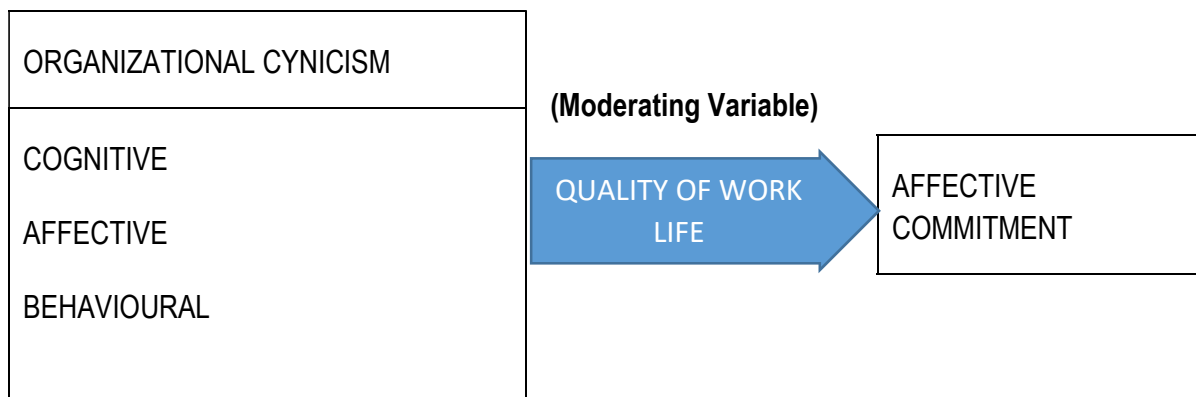


Figure 1: Conceptual framework

Source: The Researcher, 2025

This model above was built by the researcher. It simply explains the relationships that exist between the organizational cynicism and organizational commitment: the mediating role of work-related quality of life. It shows how the dimensions of cynicism affect the commitment of employee. The mediating role of the work-life quality is to identify the impact of quality of work-life in reducing cynical behaviours in order to increase employees' commitment.

Gap in Literature

From the above review, the empirical reviews of the relationship between organizational cynicism and commitment of employees, a mediating role of work-related quality of life were mostly conducted in foreign countries, and a few related works have been done in Nigeria. To the best of my understanding, no work has been conducted in the Nigerian university educational sector with the mediating role of work quality of life. This study therefore, seeks to fill this gap in knowledge, by examining the relationship between organizational cynicism and commitment of employees in the Nigerian university's institutions, a mediating role of work-related quality of life

3.0 Methodology

The study examined the role of the quality of work-life in mediating the relationship between organizational cynicism and affective commitment. The study employed the cross-sectional design. The study targeted staff from four universities in Kogi State representing federal (Federal University Lokoja), state (Prince Abubakar Audu University and Confluence University of Science and Technology), and private (Salem University) ownership, with a sample size of 339 respondents. Data were gathered using a structured questionnaire and analyzed using regression and mediation analysis to test the hypotheses.

As at June, 2025, the total number of staff in each of the four universities was as follows:

Table 1: Population of the Study

S/N	INSTITUTION	ACADEMIC	NON-ACADEMIC	POPULATION
1	Federal University Lokoja	464	787	1251
2	Prince Abubakar Audu University Anyigba	649	518	1167
3	Salem University Lokoja	69	52	121
4	Confluence University of Science and Technology, Osara	276	471	747
	TOTAL	1458	1828	3286

Source: Registry Units.

Thus, the total population of the study is 3,286. This information was gotten from the Registry Office of FUL, CUSTECH & Salem) and (PAAU Establishment) of the universities with the approval from the unit head. Given that the population was known and finite, the researcher used the Guilford and Fruchter (1973) formula for estimating sample size for the study.

$$n = \frac{N}{1 + (\alpha^2 N)}$$

Where n = sample size, N = population size, α = 0.05 (error term or level of significance).

Given a total population of 3,286, the sample size is derived as thus:

$$n = \frac{3,286}{1 + (0.05^2 \times 3,286)}$$

$$n = 356.5925$$

$$n \approx 357$$

Therefore, a required sample size of 357 was used for this study. The sample size was proportionally determined using a simple random sampling method to determine the various samples from each of the higher institutions of the study. This was done with the aid of the formula:

$$n' = \frac{k}{100} \times n$$

Where n' is the final sample studied; k is the percentage of the population, and n is the total original sample size.

Table 2: Distribution of Questionnaire

S/N	INSTITUTION	POPULATION	SAMPLE SIZE	DISTRIBUTION
1	Federal University Lokoja	1251		$1251/3286 \times 357 = 136$
2	Prince Abubakar Audu University Anyigba	1167		$1167/3286 \times 357 = 127$
3	Salem University Lokoja	121		$121/3286 \times 357 = 13$
4	Confluence University of Science and Technology	747		$747/3286 \times 357 = 81$
	TOTAL	3286	357	357

4.0 Data Analysis and Discussion of Findings

The presentation and analysis of the 339 responses received out of the 357-questionnaire administered. The response rate is as follows:

Table 3: Response Rate of Questionnaire

S/N	Institution	Distributed Questionnaire	Returned Questionnaire	Unreturned Questionnaire
1	Federal University Lokoja	136	133	3
2	Prince Abubakar Audu University Anyigba	127	114	13
3	Salem University Lokoja	13	13	-
4	Conference University of Science & Technology	81	79	2
	TOTAL	357	339	16

Source: Field Survey, 2025.

Description of Respondents' Demographics characteristics

The gender representation showed that the majority of the respondents were males. This category accounted for 66.4% (225) of the total number of respondents, while 33.6% (114) were females. This indicates a higher percentage of male to female respondents. The age distribution showed a majority of the respondents were between ages 41 and 50. This category accounted for 41.9% (142) of the total number of respondents, while the least category is below the ages of 30, accounting for 7.7% (27) of the total number of respondents. This indicates that we have active young men and women, who are stable enough to take up the rigorous educational activities. Also, a majority of the respondents obtained postgraduate degrees as their highest educational qualification. This category of the respondents accounted for 62.3% (211) of the total number of respondents, followed by respondents with HND/BSC amounting to 91 (26.8%) of the total respondents. This is an indication that the respondents are educated to understand and fill the questionnaire appropriately. Also, a majority of the respondents have worked in their institutions for between five to ten years. This category of respondents accounted for 49.9% (169) of the total number of respondents. Some 18.9% (64) of the respondents have worked in their organizations for less than five years, while the remaining 31.3% (106) have worked in their organizations for about ten years and above. This indicates that the staff have stayed long to understand the school policies. Also, the finding showed that majority of non-teaching staff. This category of respondents accounted for 60.8% (206) of the total number of respondents. This is indicating that the institution employed more of the non-teaching staff. Lastly, in terms of the institution to which the respondents belong, a majority of 39.2% (133) of the total respondents were employed in Federal University Lokoja (FUL), followed by Prince Abubakar Audu University (PAAU) with 33.6% (114) of the total respondents, 23.3% (79) for Confluence University of Science and technology (CUSTECH), while the Salem University accounted for least, with 3.8% (13) of the total respondents.

Description of Research Variable

Cognitive Organizational Cynicism

Table 4: Statistics

		I believe that my institution says one thing and does another.	When my institution says it's going to do something, I wonder if it will really happen.	My institution's policies, goals and practices seem to have little in common.	I see little similarity between what my institution says it will do and what it actually does.	My institution expects one thing of its staff, but rewards another.
N	Valid	339	339	339	339	339
	Missing	0	0	0	0	0
Mean		2.5959	2.6490	2.7345	2.6342	2.3481

Std. Deviation	1.30728	1.19569	1.18684	1.29934	1.32223
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Source: Field Survey, 2025.

The results in the statistics table 4 above present respondents' perceptions of cognitive cynicism toward their institution. All items recorded mean values above the midpoint (2.50) of the 4-point rating scale, indicating a general tendency toward agreement with cognitively cynical statements. The standard deviation values (ranging approximately from 1.1868 to 1.3222) indicate a moderate dispersion of responses, implying that while respondents generally share similar views, there are some variations in individual perceptions. This pattern reflects a belief that institutional policies and communications lack sincerity and coherence, which may negatively influence employees' trust and psychological attachment to the organization

Affective Organisational Cynicism

Table 5: Statistics

		I criticize my institution's practices and policies with others outside the institution.	I often talk to others about the way things are run in my institution.	I complain about how things happen in my institution to friends outside the institution.	I will probably look for a new job in the near future.
N	Valid	339	339	339	339
	Missing	0	0	0	0
Mean		2.3510	2.6401	2.6224	3.0059
Std. Deviation		1.25838	1.36535	1.23037	1.35436

Source: Field Survey, 2025.

The above Table 5 presents the descriptive statistics of respondents' views on affective cynicism toward their institution. The mean score ranges from a slightly below the scale midpoint of 2.3510, indicating a relatively restrained emotional reaction, to a strong affective response score of 3.0059, reflecting emotional withdrawal and dissatisfaction that may translate into turnover intentions. The standard deviation values across the items range from 1.23 to 1.37, indicating moderate variability in responses. This suggests that while negative emotional reactions toward the institution are common, the intensity of such feelings differs among respondents.

Behavioural Organizational Cynicism

Table 6: Statistics

		I often experience anxiety of job insecurity when I think about my institution.	When I think about my institution, I get angry.	When I think about my institution, I experience aggravation.	I often experience tension when I think about my institution.
N	Valid	339	339	339	339
	Missing	0	0	0	0
Mean		2.3451	2.5723	2.4985	2.3481
Std. Deviation		1.27170	1.24151	1.27185	1.29282

Source: Field Survey, 2025.

The above Table 6 presents the descriptive statistics of respondents' views on behavioural cynicism toward their institution. The mean score ranges from a slightly below the scale midpoint of 2.3451, indicating that respondents moderately disagreed with experiencing frequent job insecurity, though some level of concern still exists among employees, to a moderate level response score of 2.5723, which suggests that feelings of anger are a common behavioural reaction when employees reflect on their institution, reflecting cynical behavioural tendencies.

The standard deviation values, ranging from 1.2415 to 1.2928, indicate moderate variability in respondents' views. This suggests that while behavioural cynicism is present, the extent to which employees experience anxiety, anger, aggravation, and tension differs across individuals.

Table 7: Description of Affective Commitment

Statistics

		I am very happy being a member of my institution.	I enjoy discussing about my institution with people outside it.	I really feel the problems of this institution are mine.	I think that I could easily become as attached to another institution as I am to this one.	I do feel like part of the family at my institution.	I feel emotionally attached to my institution.	This institution has a great deal of personal meaning for me.	I feel a strong sense of belonging to my institution.	I worry about the loss of investment I have made in this institution.	My life will be highly confused if I decided to leave work at my institution now.	I am loyal to my institution because I have invested a lot in it, emotionally, socially and economically.
N	Valid	339	339	339	339	339	339	334	339	339	339	339
	Missing	0	0	0	0	0	0	5	0	0	0	0
Mean		3.2389	3.0560	2.6106	2.8673	3.0088	2.7109	2.9910	3.1445	2.4366	2.2242	3.1298

Std. Deviation	1.31406	1.22104	1.19739	1.13969	1.22713	1.13010	1.19430	1.11195	1.13756	1.28367	1.20439
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Source: Field Survey, 2025.

The mean scores across the affective commitment items range approximately from 2.5 and 3.3, indicating moderate but fragile levels of affective commitment among respondents. This suggests that while staff show some emotional attachment to their institutions, this attachment is not particularly strong or deeply rooted. In other words, while staff members maintain a level of positive feeling towards their institutions, emotional bonds are not deep enough to guarantee long-term loyalty or strong organizational identification.

Table 8: Description of Quality of Work-life (QWL)

		Being paid according to individual capabilities, knowledge, and experience	Extra benefit	The facility of contributory provident fund
N	Valid	339	339	339
	Missing	0	0	0
Mean		2.1563	2.2625	2.3186
Std. Deviation		1.12623	1.08463	1.16354

Source: Field Survey, 2025.

The table 8 above presents the descriptive statistics for respondents' perceptions of compensation and benefit-related aspects of Quality of Work life among staff of the selected universities in Kogi state.

Regression Analysis Results

The regression analysis was performed to establish relationship between organizational cynicism and affective commitment. Below are tables presenting the output of the regression analysis.

Table 9: Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	.448 ^a	.201	.051		8.58916	
2	.942 ^b	.887	.847		3.44957	2.048

a. Predictors: (Constant), Behavioural Cynicism, Cognitive Cynicism, Affective Cynicism

b. Predictors: (Constant), Behavioural Cynicism, Cognitive Cynicism, Affective Cynicism, Working Condition QWL, Compensation QWL

c. Dependent Variable: Affective Commitment

The model table above (model 1) above examined the combined effect of behavioural, cognitive and affective cynicism on staff affective commitment. This model produced a moderate correlation of 44.8% ($R = 0.448$) which indicates a moderate positive linear relationship between predictors and the dependent variables; and a coefficient of determination (R^2) value of 0.201, which indicated that organizational cynicism (cognitive, affective and behavioural) explains 20.1% of the variation in affective commitment. This means that the staff's negative beliefs, emotions, and behaviours towards the institution are meaningfully related to their emotional attachment, even though the effect was not statistically significant at this stage. The figure further reduced to 5.1% when the R^2 was adjusted suggesting the model may include unnecessary variables. This means that other factors apart from cynicism are responsible for staff commitment.

The standard error of the estimate revealed a value of 8.58916, showing the typical prediction error, with observed values averaging about 8.59 units away from model predictions.

In Model 2, quality of work life dimensions (working conditions and compensation) were introduced as a moderating variable, alongside the cynicism variables. The correlation increased substantially ($R = 0.942$), and the R Square value also increased to 0.887, meaning the model explains 88.7% of the variance in affective commitment. The adjusted R Square of 0.847 confirms strong explanatory power even after adjusting for additional predictors. The standard error of estimate reduced from 8.59 to 3.45, indicating improved prediction accuracy.

The Durbin-Watson value of 2.048 revealed the absence of autocorrelation among the residuals. Since the value is approximately equal to the ideal benchmark of 2, the independence assumption of the regression model is satisfied, confirming that the estimates produced by the model are reliable and unbiased.

Table 10: ANOVA^a

Model		Sum Squares	of df	Mean Square	F	Sig.
1	Regression	46.986	3	15.662	.197	.898 ^b
	Residual	26636.436	335	79.512		
	Total	26683.422	338			

a. Dependent Variable: affective commitment

b. Predictors: (Constant), behavioural cynicism, cognitive cynicism, affective cynicism

From table 10 above, the regression result with an F-statistic of 0.197 and p-value of 0.898 is not statistically significant at 0.05 level, which indicate that there is no statistically significant relationship between organizational cynicism (cognitive, affective and behavioural) and affective commitment. This suggests that cynicism alone does not significantly predict staff's emotional attachment to the institution.

Test of Hypotheses

The hypotheses are tested with p-value in regression result. Where the p-values are greater than or equal to 0.05, the null hypotheses (H_0) are not rejected. And where the p-values are less than 0.05, the null hypotheses (H_0) are rejected. The results of the hypotheses are presented below.

Table 11: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
		B	Std. Error	Beta	t		Tolerance	VIF
1	(Constant)	13.540	8.272		1.637	.121		
	Cognitive Cynicism	1.591	1.110	.594	1.433	.171	.291	3.438
	Affective Cynicism	-.108	.992	-.056	-.109	.915	.189	5.297
	Behavioural Cynicism	-.405	.677	-.217	-.597	.559	.379	2.637

a. Dependent Variable: Affective Commitment

Hypothesis 1: Cognitive organizational cynicism does not have a significant effect on affective commitment amongst staff of universities in Kogi. The standardized coefficients (beta) of 0.594 with a t-value of 1.433 confirmed that cognitive cynicism is a key predictor of affective commitment. The p-value in the regression result is 0.171 which is greater than 0.05. Hence, we do not reject the null hypothesis (H_0) that states that cognitive organizational cynicism does not have a significant effect on affective commitment amongst staff of universities in Kogi. This study reveals that cognitive cynicism shows a positive but non-significant relationship with affective commitment. This implies that staff's beliefs about lack of organizational integrity do not significantly influence emotional attachment.

Hypothesis 2: Affective organizational cynicism does not have a significant effect on commitment amongst staff of universities in Kogi. The standardized coefficient beta of -0.056, and t-value of -0.109 reveals a negative coefficient for affective cynicism. The p-value corresponding to the coefficient associated with the effect of affective cynicism on affective commitment in the regression result is 0.915, which is greater than 0.05. On this note, we do not reject the null hypothesis (H_0) that states that affective organizational cynicism does not have a significant effect on affective commitment amongst staff of universities in Kogi. This is an

indication that affective cynicism has a negative and very weak relationship with affective commitment, and the effect is not statistically significant. This means emotional reactions such as anger or frustration toward the institution do not independently predict affective commitment.

Hypothesis 3: Behavioural organizational cynicism does not have a significant effect on commitment amongst staff of universities in Kogi. The standardized coefficient (beta) of -0.217 and the t-value of -0.597 shows a negative effect of behavioural cynicism. The P-value corresponding to the effect of behavioural cynicism on affective commitment in the regression result is 0.559, which is greater than 0.05 as shown in Table 4.47 above. Therefore, we do not reject the null hypothesis (H_0) that states that behavioural organizational cynicism does not have a significant effect on affective commitment amongst staff of universities in Kogi. This implies that cynical behaviours such as criticism or withdrawal do not significantly reduce staff's emotional attachment.

The collinearity diagnostics from coefficient table above revealed acceptable levels of multicollinearity among the predictors. The Variance Inflation Factor (VIF) values ranged from 2.637 to 5.297, while tolerance values were all above 0.10. These results indicate that multicollinearity was not severe and did not adversely affect the estimation of the regression coefficient

Mediation Analysis Report (SmartPLS)

This report presents mediation analysis examining the mediating roles of AFCQwl (Adequate and fair compensation) and SWCQWL (safe and healthy working condition) on the relationships between Cognitive, Affective, Behavioural Cynicism and Affective Commitment. **Path a** represents effect of the independent variable on the mediator while **Path b** represents effect of the mediator on the dependent variable

Summary of the Mediation Report

Mediator	Predictor	Path a	Path b	Direct Effect	Indirect Effect	95% CI Low	95% CI High
AFCQwl	CogCyn	-0.114	2.1657	0.1761	-0.2418	-0.4044	-0.0682
AFCQwl	AffCyn	0.157	2.1657	-0.3638	0.3403	0.0967	0.5935
AFCQwl	BehCyn	-0.1827	2.1657	0.4188	-0.405	-0.63	-0.1951
SWCQWL	CogCyn	-0.0182	1.4778	-0.0438	-0.0243	-0.1888	0.1253
SWCQWL	AffCyn	0.2492	1.4778	-0.392	0.3643	0.1804	0.5517
SWCQWL	BehCyn	-0.269	1.4778	0.4208	-0.4015	-0.5754	-0.243

The mediation analysis indicates the extent to which AFCQwl and SWCQWL transmit the effects of cognitive cynicism (CogCyn), affective cynicism (AffCyn), and behavioral cynicism (BehCyn) on affective commitment (AffCom). Indirect effects with confidence intervals not crossing zero suggest significant mediation. The

mediation report explains how **AFCQwl** and **SWCQWL** act as intervening (mediating) variables between the independent variables (**CogCyn**, **AffCyn**, **BehCyn**) and the dependent variable (**AffCom**).

Hypothesis 4: Adequate & fair compensation do not have a significant effect on affective commitment amongst staff of universities in Kogi.

With AFCQwl as Mediator:

For CogCyn → AFCQwl → AffCom, the mediation analysis report shows Path a = -0.1140, Path b = 2.1657, Indirect Effect = -0.2418, CI = (-0.4044, -0.0682). This revealed that Cognitive cynicism negatively affects AFCQwl. Since AFCQwl positively influences affective commitment, the overall indirect effect becomes negative. Because the confidence interval does not cross zero, the mediation is statistically significant, meaning employees with higher cognitive cynicism tend to experience lower AFCQwl, which reduces their affective commitment.

For AffCyn → AFCQwl → AffCom, the mediation analysis report shows Path a = 0.1570, Path b = 2.1657, Indirect Effect = 0.3403, CI = (0.0967, 0.5935). This revealed that Affective cynicism positively predicts AFCQwl, and AFCQwl strongly predicts affective commitment. Since the confidence interval is entirely positive, mediation is significant, meaning AFCQwl transmits the influence of affective cynicism to affective commitment.

For BehCyn → AFCQwl → AffCom, the mediation analysis report shows Path a = -0.1827, Path b = 2.1657, Indirect Effect = -0.4050, CI = (-0.6300, -0.1951), which revealed that Behavioral cynicism negatively influences AFCQwl, thereby reducing affective commitment. This mediation is significant because zero is not inside the confidence interval, meaning employees displaying cynical behaviors may have reduced AFCQwl, which lowers organizational commitment.

This indicates that adequate and fair compensation is significantly associated with affective commitment among the staff of the universities. This demonstrated that staff who perceive better work-life quality tend to exhibit higher affective commitment.

Hypothesis 5: Safe & healthy conditions do not have a significant effect on affective commitment amongst staff of universities in Kogi.

With SWCQWL as Mediator

For CogCyn → SWCQWL → AffCom, the mediation analysis report shows Path a = -0.0182, Path b = 1.4778, Indirect Effect = -0.0243, CI = (-0.1888, 0.1253), which confirmed that the confidence interval crosses zero. Therefore, mediation is NOT statistically significant, meaning SWCQWL does not significantly explain how cognitive cynicism affects affective commitment.

For AffCyn → SWCQWL → AffCom, the mediation analysis report shows Path a = 0.2492, Path b = 1.4778, Indirect Effect = 0.3643, CI = (0.1804, 0.5517), which revealed that the indirect effect is positive and

significant, meaning SWCQWL helps explain the relationship between affective cynicism and affective commitment.

For BehCyn $\rightarrow$ SWCQWL $\rightarrow$ AffCom, the mediation analysis report shows Path a = -0.2690 , Path b = 1.4778 , Indirect Effect = -0.4015 , CI = $(-0.5754, -0.2430)$, revealing that Behavioral cynicism negatively affects SWCQWL, which in turn lowers affective commitment, and the mediation is significant.

Discussion of Findings

This study specifically investigated the effects of cognitive, affective and behavioural organizational cynicism on affective commitment amongst staff of four selected universities in Kogi state; a mediating role of work-related quality of life.

The study revealed a negative relationship between all three dimensions of cynicism and affective commitment: Cognitive Cynicism showed a negative relationship but was not statistically significant ($p = 0.171$), which supported the findings of Yoldash and Isac (2022), that suggests that beliefs about a lack of integrity do not independently drive emotional detachment among this cohort. Also, affective Cynicism displayed a negative and very weak relationship that was not statistically significant. This supported the findings of Sandhu and Chanana (2025), that emotional reactions like anger do not necessarily predict a loss of commitment. Likewise, behavioural cynicism showed a negative but non-significant relationship, which supported the findings of Kavindi and Kularathne (2024), implying that criticisms or withdrawal tendencies do not significantly reduce long-term emotional attachment.

Contrary to the cynicism dimensions, QWL factors were strong predictors of commitment: AFCQwl is a stronger mediator because all three cynicism dimensions showed significant mediation through it. SWCQWL mediated only affective and behavioral cynicism while Cognitive cynicism did not significantly influence affective commitment through SWCQWL. QWL was found to partially mediate the relationship. While cynicism reduces commitment, improving the Quality of Work Life significantly mitigates this negative impact, acting as a buffer for the emotional toll of cynicism. The findings are consistent with Nuevo (2023), suggesting that improving employees' quality of work life and emotional workplace experiences may reduce the harmful effects of cynicism on organizational commitment

5.0 Conclusion and Recommendations

The study concludes that staff who exhibit cynical attitudes toward their institution, such as distrust, frustration, disappointment, and negative beliefs about organizational practices, tend to demonstrate lower emotional attachment and identification with the institution. This suggests that increased cynicism weakens employees' willingness to remain psychologically committed to the organization. In other words, higher levels of cynicism were associated with poorer employee perceptions of work conditions, job satisfaction, workplace relationships, support systems, and general wellbeing at work. This implies that cynicism can negatively affect how employees evaluate their work environment and overall work experience. Quality of Work Life plays a significant mediating role in the relationship between organizational cynicism and affective

commitment. This indicates that quality of work life serves as an important mechanism through which organizational cynicism influences employees' emotional commitment. Improving quality of work life can help strengthen employee commitment even where cynical attitudes exist. Quality of work life therefore represents a strategic organizational resource that can improve employee wellbeing and strengthen emotional commitment to the institution. Reducing cynicism and promoting a healthier work environment are essential for improving staff commitment and organizational effectiveness in the institutions.

Based on the findings, the study following recommendations are made:

- i. Management should reduce organizational cynicism: Management should develop policies and practices aimed at reducing organizational cynicism among staff. Transparent communication, fairness in decision-making, keeping organizational promises, and involving staff in relevant decisions can help reduce distrust and negative perceptions.
- ii. Improve Quality of Work Life for staff: Management should strengthen Quality of Work Life through better working conditions, adequate staffing, access to resources, supportive supervision, recognition of employees' contributions, and improved welfare programmes. This will positively shape employees' perception of the workplace.
- iii. Promote employee wellbeing and work-life balance: The institutions should implement programmes that support employee wellbeing, including manageable workload, stress reduction initiatives, flexible scheduling where possible, and access to psychological or professional support services. These can improve workers' satisfaction and emotional connection to the organisations.
- iv. Strengthen affective commitment through employee engagement: Management should encourage employee participation, teamwork, recognition, and career development opportunities. Employees who feel valued and supported are more likely to develop stronger affective commitment to the organisations.
- v. Institutionalize regular employee feedback mechanisms: The institutions should regularly assess employee attitudes regarding cynicism, commitment, and Quality of Work Life through staff surveys or feedback channels. This would enable management to identify emerging concerns early and respond appropriately.

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