Interactive Effect of Organizational Cynicism & Interpersonal Mistreatment On Turnover Intentions

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Abstract

Employee turnover can affect an organization's efficiency, costs and overall performance. It creates monetary and structural pressures for the organization. If organizations can measure their employees' turnover intentions, they can figure out the likelihood of their employees planning to leave the organization. This helps them figure out where they can find possibilities to reduce their overall turnover. Prior studies have identified many factors and reasons which augment the turnover intentions and by controlling which turnover intentions can be reduced. This study attempts to explore the interactive effect of organizational cynicism and interpersonal mistreatment on turnover intentions in banking sector in Pakistan. The two dimensions of interpersonal mistreatment. i.e., workplace incivility and interpersonal conflict have been considered in this study. This Study proposes that organizational cynicism may interact with the interpersonal mistreatment and this interaction may result in higher probability of turnover intentions. Banking professionals were required to respond to questionnaire items that relate to their opinions concerning organizational cynicism, interpersonal mistreatment (workplace incivility and interpersonal conflict).and turnover intentions. The

research variables were measured using validated instruments from the prior studies. The data gathered from questionnaires were analysed using both descriptive and inferential in SPSS

Correlation & Kendall's tau-b test was used to identify the relationship between research variables. All the relationships between dependent variable, independent variable and variables having interactive effect are significant. i.e., $p<0.05$. The value of Kendall's tau-b showed that there exists a positive significant relationship between study variables. Multiple regression was used which indicates that model is good fit as the F value is significant ($p<0.05$). The findings of this research have implications for managers of the organizations that they control organizational cynicism as well as interpersonal mistreatment to decrease turnover intentions and ultimately turnover rate of the employee.

Keywords: Organizational cynicism, Turnover Intentions, Interpersonal Mistreatment.

Reference to this paper should be made as follows: Qureshi, M.H. (2017) 'Interactive Effect of Organizational Cynicism & Interpersonal Mistreatment On Turnover Intentions', *Asia Pacific Journal of Emerging Markets*, Vol. 1, No. 2, pp.98–116.

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1.   Introduction

Employee turnover has been one of the most extensively researched phenomena. Researchers have always been engaged in exploring the concept to reduce its negative consequences in organizational context. Turnover is defined as the "individual movement across the membership boundary of an Organization" (Price, 2001; Thwala et al., 2012). Turnover intentions involve an individual's willingness to leave an organization or profession (Poddar. A., & Madupalli. R., 2012). Intention to leave is considered a mindful and premeditated desire to quit from the organization within the near future, and is considered as the last part of a chain in the withdrawal cognition process (Mobley et al., 1978). Turnover, defined as the deliberate separation of an individual from an organization (Price and Mueller, 1986). Price (1977) has defined "turnover" as the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period. Aaliya Bushra (2012) explored the impact of job satisfaction of women on their turnover intentions, specifically in the education sector. The levels of job satisfaction were measured by evaluating their general working circumstances, pay and opportunities for promotion, professional connections, use of skills and abilities, and activities assigned. The studies revealed that flexible working hours, workplace site, performance assessment, and skills exploitation have a highly positive impact on turnover intentions, while professional independence, job safety, and promotion have an inverse impact on job satisfaction and turnover intentions (Bushra. A., 2012).

Work attitude was measured by using these dimensions: perceptions of health, job satisfaction and work commitments forms. The results revealed a strong effect of previous absenteeism on later absenteeism. Job satisfaction is a strong predictor of absenteeism, while organizational commitment is associated with turnover intentions (Cohen. A & Golan. R., 2007). Janelle E. Wells & Jon Welty Peachey (2011) investigated the link between leadership behaviors (transformational and transactional), satisfaction with the leader, and deliberate turnover intentions. They observed satisfaction with the leader as mediator on the relationship between leadership behaviors and voluntary turnover intentions.

There is a direct negative association between leadership behaviors and voluntary organizational turnover intentions and satisfaction with the leader served as a mediator in the negative relationship between leadership behaviors and voluntary turnover intentions (Wells. E. J & Peachey .W. J., 2011).

Research indicates that organizational cynicism is increasing in business and industry with cynical employees losing trust in their leaders and having strong perception that their employers will exploit their involvement at suitable moment (Nair. P., Kamalanabhan. J. T., 2010). To date the concept of organizational cynicism has gained much attention of researchers as one of the major themes in the organizational behavior field. Many studies have been conducted to explore this concept in detail. Researchers have investigated this phenomenon in diverse directions. Organizational cynicism is defined as individual's having negative sentiments about the organization, such as antagonism, disenchantment and hopelessness (Ozler. E. D., Atalay. G. C., 2011). Cigdem Apaydin (2012) attempted to determine the impact which organizational cynicism has on workplace bullying. A negative and strong relationship was found between the organizational cynicism and workplace bullying (Apaydin. C., 2012).

2. Literature Review

2.1. Turnover Intentions:

Employee turnover has been one of the most extensively researched phenomena. Researchers have always been engaged in exploring this issue to reduce it. Turnover is defined as the "individual movement across the membership boundary of an Organization" (Price, 2001; Thwala et al., 2012). Turnover intentions involve an individual's intentions to leave an organization or profession (Poddar. A., & Madupalli. R., 2012). Intention to leave is considered a mindful and premeditated desire to quit from the organization within the near future, and is considered as the last part of a chain in the withdrawal cognition process (Mobley et al., 1978). Turnover, defined as the deliberate separation of an individual from an organization (Price and Mueller, 1986). Price (1977) has defined "turnover" as the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period. Aaliya Bushra (2012) explored the impact of job satisfaction of women on their turnover intentions, specifically in the education sector. The levels of job satisfaction were measured by evaluating their general working circumstances, pay and opportunities for promotion, professional connections, use of skills and abilities, and activities assigned. The studies revealed that flexible working hours, workplace site, performance assessment, and skills exploitation have a highly positive impact on turnover intentions, while professional independence, job safety, and promotion have an inverse impact on job satisfaction and turnover intentions (Bushra. A., 2012).

A variety of analysis have indicated that the immediate cognitive sequence of turnover intentions is turnover (Abrams et al., 1998; Lee & Mowday, 1987; Michaels & Spector, 1982, Mobley 1982; Thatcher et al., 2002). Because the workers have already left the job, it is normally challenging to measure real turnover (Harris, Harris, & Harvey, 2008; Griffeth et al., 2000). Therefore, turnover intentions can be used as a predictor of turnover. According to John, Ng, Koh, and Ang (2007) turnover intentions have a positive association with real turnover attitude for IT professionals.

2.2. Organizational Cynicism:

Research indicates that organizational cynicism is increasing in business and industry with cynical employees losing trust in their leaders and having strong perception that their employers will exploit their involvement at suitable moment

(Nair. P., Kamalanabhan. J. T., 2010). To date the concept of organizational cynicism has gained much attention of researchers as one of the major themes in the organizational behavior field. Many studies have been conducted to explore this concept in detail. Researchers have investigated this phenomenon in diverse directions. Organizational cynicism is defined as individual's having negative sentiments about the organization, such as antagonism, disenchantment and hopelessness (Ozler. E. D., Atalay. G. C., 2011). Cigdem Apaydin (2012) attempted to determine the impact which organizational cynicism has on workplace bullying. A negative and strong relationship was found between the organizational cynicism and workplace bullying (Apaydin. C., 2012). Apaydin (2012) also identified the forms of workplace bullying faced by faculty members at universities based on their status as disparage, coercion to leave the university, not being approved tenure at universities, prejudice, hostility, having problems in administrative authorizations to attend different congresses and prevention of the use of sources. David J. Stanley, John P. Meyer & Laryssa Topolnytsky (2005) analyzed that whether cynicism about an organizational change is different from skepticism about change or not. It was also probed into that change specific cynicism and skepticism links differently to personal situational antecedent variables. James M. Wilkerson, W. Randy Evans & Walter D. Davis (2008) looked at the social influence which coworkers have on organizational cynicism of employees, badmouthing, and supervisor assessments of employees' organizational citizenship behavior. Results revealed significant positive relationship between close coworkers' badmouthing behavior and focal employee organizational cynicism; and as well between focal employee organizational cynicism and focal employee badmouthing behavior (Wilkerson. M. J., et al., 2008). Walter D. Davis & William L. Gardner (2004) looked at the impact of attributions on perceptions of politics and organizational cynicism. It was also explored the occurrence of attributional process in leader member relationship. Susan Cartwright and Nicola Holmes (2006) wrote an article which addresses the issue of creating balance between needs and values relating to work to reduce cynicism and mistreatment at workplace. This article is also concerned with need of organization to recognize the meaning and emotional aspect of work. Zahid Mehmood and Asif Shahzad (2012) investigated the relationship between organizational cynicism and work place deviant behavior. Furthermore, they also explored the effect of burnout as mediating variable and negative affectivity as moderating variable in this relationship. Results showed that there is a significant positive association between organizational cynicism and

workplace deviant behavior and the burnout partially mediated the relationship between organizational cynicism and workplace deviant behavior and negative affectivity served as a moderator in the relationship between burnout and workplace deviant behavior (Mehmood. Z., & Shahzad. A., 2012). Sajid Bashir (2011) attempted to develop and test an integrated model of organizational cynicism.

2.3.   Interpersonal Mistreatment:

The Study by Lilia M. Cortina & Vicki J. Magley (2003) contributes the literature on workplace deviance. The authors investigated the retaliation victimization among employees who vocally defied against interpersonal mistreatment. The results of the research revealed that different victim voice system trigger different types of retaliation depending on the social status and instigator. Lower professional, psychosomatic and bodily wellbeing was observed among those mistreated employees who have been further victimized with vengeance (Magley. J. V., & Cortina. M. L., 2003). Wendy R. Boswell & Julie B. Olson-Buchanan (2004) investigated the relationship between employees' feeling mistreated, filing of grievance, the nature of perceived mistreatment and employee withdrawal. The purpose of this study was to probe into the relative roles of experiencing and filing mistreatment in cases of employee withdrawal. Results suggested higher exit-related withdrawal for those who perceive mistreatment and higher work withdrawal attitude for those who undergo personalized mistreatment (Buchanan. O. B. J., et al., 2004). Sandy Lim & Lilia M. Cortina (2005) explored the relationships and upshots of conducts falling at the interface of general and sexual forms of interpersonal mistreatment in the workplace. Findings indicated that general incivility and sexual harassment were interconnected constructs, with gender harassment linking the two and employee well-being decreased with the addition of each form of mistreatment (Cortina. M. L., & Lim. S., 2005).

3.   Methodology

Quantitative data obtained with questionnaires was analyzed by statistical means using the Statistical Package for Social Science (SPSS, version 17.0) software program, which is a commonly used tool for analyzing quantitative data. Data analysis on SPSS will be done using descriptive and inferential statistical

methods. Descriptive statistics was presented in tabular and graphic format, since the aim of descriptive study is to present a snap shot of the research data.

Since the main objective of this study is to establish relationship between the research variables, inferential techniques was also performed on the data. Correlation and Kendall's tau-b test was performed to establish the relationship among the research variable. Multiple regression analysis was performed to determine the extent to which the independent variables jointly and independently predict the dependent variables.

4.   Results

4.1.   Correlation

Correlations

			IC	OC	WI	TI
Spearman's rho	IC	Correlation Coefficient	1.000	.366**	.542**	.315**
		Sig. (2-tailed)	.	.000	.000	.000
		N	237	237	237	237
	OC	Correlation Coefficient	.366**	1.000	.331**	.400**
		Sig. (2-tailed)	.000	.	.000	.000
		N	237	237	237	237
	WI	Correlation Coefficient	.542**	.331**	1.000	.338**
		Sig. (2-tailed)	.000	.000	.	.000
		N	237	237	237	237
	TI	Correlation Coefficient	.315**	.400**	.338**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	237	237	237	237

**.· Correlation is significant at the 0.01 level (2-tailed).

The above table shows the correlations calculated for determining the relationship between various variable which are the focus of present study. It can be noticed that a significant relationship exists between organizational cynicism and turnover intentions. The spearman correlation is significant at 0.000 ($p < 0.05$). The strength of the relationship between two variables is 40%.

The above table shows that relationship between organizational cynicism and workplace incivility is significant at 0.000 and both variables are 33.1%

correlated with each other. The relationship between workplace invcivility and turnover intentions is also significant and the association between both variables is 33.8%. As the relationship between organizational cynicism and workplace incivility & workplace incivility and turnover intentions is significant, so it can be said that there exists a significant relationship between organizational cynicism and turnover intentions through the interactive effect of workplace incivility.

The above table also indicates that relationship between organizational cynicism and interpersonal conflict is significant at 0.000 and both variables are 36.6% correlated with each other. The relationship between interpersonal conflict and turnover intentions is also significant and the association between both variables is 31.5%. As the relationship between organizational cynicism and interpersonal conflict & interpersonal conflict and turnover intentions is significant, so it can be said that there exists a significant relationship between organizational cynicism and turnover intentions through the interactive effect of interpersonal conflict.

4.2. *Kendall's tau-b*

4.2.1. *Relationship Between Organizational Cynicism and Turnover Intentions:*

Symmetric Measures

		Value	Asymp. Std. Error(a)	Approx. T(b)	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.389	.053	7.213	.000
N of Valid Cases		236			

To investigate the relationship between Organizational Cynicism and Turnover intentions Kendall's tau-b test was used. Results from the above table indicates that there is a significant relationship between Organizational Cynicism and Turnover Intentions. The association between two variables is significant at 0.000 (p<0.05). So null hypothesis is being rejected and it may be concluded that there is a significant relationship organizational cynicism and turnover intention. The positive sign of the value of Kendall's tau-b (0.389) shows that there is a positive relationship between organizational cynicism and turnover intention. It

means that if the value of Organizational Cynicism increases the value of Turnover Intention also increases and vice versa. The value of kendall's tau-b statistic (0.389) shows that Organizational Cynicism and Turnover Intention share 38.9% common variance. This tau is considered to be a medium effect size.

4.2.2.   *Relationship between Organizational Cynicism and Turnover Intentions with Interactive Effect of Workplace Incivility:*

4.2.2.1.   *Relationship between Organizational Cynicism and Workplace Incivility*:

Symmetric Measures

		Value	Asymp. Std. Error(a)	Approx. T(b)	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.306	.056	5.331	.000
N of Valid Cases		237			

To investigate the relationship between Organizational Cynicism and Workplace Incivility Kendall's tau-b test was used. Results from the above table indicates that there is a significant relationship between Organizational Cynicism and Workplace Incivility. The association between two variables is significant at 0.000 (p<0.05). So we may conclude that there is a significant relationship organizational cynicism and turnover intention. The positive sign of the value of Kendall's tau-b (0.306) shows that there is a positive relationship between organizational cynicism and turnover intention. It means that if the value of Workplace incivility increases the value of Organizational Cynicism also increases and vice versa. The value of kebdall's tau-b statistic (0.306) shows that Organizational Cynicism and Workplace Incivility share 30.6% common variance. This tau is considered to be a medium effect size.

4.2.2.2.   *Relationship between Workplace Incivility and Turnover Intentions:*

Symmetric Measures

	Value	Asymp. Std. Error(a)	Approx. T(b)	Approx. Sig.
Ordinal by Ordinal Kendall's tau-b	.308	.055	5.554	.000
N of Valid Cases	236			

To investigate the relationship between Workplace Incivility and Turnover Intentions Kendall's tau-b test was used. Results from the above table indicates that there is a significant relationship between Workplace Incivility and Turnover Intentions. The association between two variables is significant at 0.000 ($p<0.05$). So we may conclude that there is a significant relationship between workplace incivility and turnover intention. The positive sign of the value of Kendall's tau-b (0.308) shows that there is a positive relationship between workplace incivility and turnover intention. It means that if the value of Workplace incivility increases the value of Turnover Intention also increases and vice versa. The value of kebdall's tau-b statistic (0.308) shows that Workplace Incivility share and Turnover Intentions 30.6% common variance. This tau is considered to be a medium effect size.

Finally, we may see that individually the relationship between Organizational Cynicism and Workplace Incivility at ($P<0.05$) is significant and the relationship between Workplace Incivility and turnover intentions is also significant at ($P<0.05$). So, we collectively rejected the H_o and accepted H_1, which means there is a significant relationship between Organizational Cynicism and Turnover Intentions with the interactive effect of workplace incivility.

4.2.3. Relationship between Organizational Cynicism and Turnover Intentions with Interactive Effect of Interpersonal Conflict:

4.2.3.1.   Relationship Between Organizational Cynicism and Interpersonal Conflict:

Symmetric Measures

	Value	Asymp. Std. Error(a)	Approx. T(b)	Approx. Sig.
Ordinal by Ordinal Kendall's tau-b	.336	.057	5.756	.000
N of Valid Cases	237			

To investigate the relationship between Organizational Cynicism and Interpersonal Conflict Kendall's tau-b test was used. Results from the above table indicates that there is a significant relationship between Organizational Cynicism and Interpersonal Conflict. The association between two variables is significant at 0.000 (p<0.05). So we may conclude that there is a significant relationship organizational cynicism and Interpersonal Conflict. The positive sign of the value of Kendall's tau-b (0.336) shows that there is a positive relationship between organizational cynicism and Interpersonal Conflict. It means that if the value of Interpersonal Conflict increases the value of Organizational Cynicism also increases and vice versa. The value of kebdall's tau-b statistic (0.336) shows that Organizational Cynicism and Interpersonal Conflict share 33.6% common variance. This tau is considered to be a medium effect size.

4.2.4. Relationship between Interpersonal Conflict and Turnover Intentions:

Symmetric Measures

		Value	Asymp. Std. Error(a)	Approx. T(b)	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.246	.055	4.459	.000
N of Valid Cases		236			

To investigate the relationship between Interpersonal Conflict and Turnover Intentions Kendall's tau-b test was used. Results from the above table indicates that there is a significant relationship between Interpersonal Conflict and Turnover Intentions. The association between two variables is significant at 0.000 (p<0.05). So we may conclude that there is a significant relationship between Interpersonal Conflict and turnover intention. The positive sign of the value of Kendall's tau-b (0.246) shows that there is a positive relationship between interpersonal conflict and turnover intention. It means that if the value of Interpersonal Conflict increases the value of Turnover Intention also increases and vice versa. The value of kebdall's tau-b statistic (0.246) shows that Interpersonal Conflict and Turnover Intentions share 24.6% common variance. This tau is considered to be a small effect size.

Finally, we may see that individually the relationship between Organizational Cynicism and Interpersonal Conflict at (P<0.05) is significant and the relationship between Interpersonal Conflict and turnover intentions is also

significant at (P<0.05). So, we collectively rejected the H_o and accepted H_1, which means there is a significant relationship between Organizational Cynicism and Turnover Intentions with the interactive effect of Interpersonal Conflict.

4.3.   Regression:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.403(a)	.163	.155	.95877

a Predictors: (Constant), INTC, INT

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F		Sig.
1	Regression	41.744	2	20.872	22.706		.000(a)
	Residual	215.102	234	.919			
	Total	256.846	236				

a Predictors: (Constant), INTC, INT
b Dependent Variable: TI

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.062	.160		12.888	.000
	INT	.046	.028	.149	1.668	.097
	INTC	.083	.027	.279	3.118	.002

Coefficients(a)

a Dependent Variable: TI

Multiple regression was also calculated to check the effect of organizational cynicism. From the above table of coefficients, the following regression equation may be formulated:

$$\hat{Y}= 2.062 +0.046(INT)+0.083(INTC)$$

Where INT represents the interaction of Organizational Cynicism & Workplace Incivility and INTC represents the interaction of Organizational Cynicism & Interpersonal Conflict.

The above regression model expresses that in the absence of independent variables the value of turnover remains at 2.062 units. It also suggests that if we increase the interaction of organizational cynicism and workplace incivility by 1 unit, the turnover intentions also increase by 0.046 unit and if we increase the interaction of organizational cynicism and interpersonal conflict by 1 unit the turnover intentions also increase by .083 units.

The above given table of coefficients also indicates that interactive effect of organizational cynicism and workplace incivility is not a significant predictor of turnover intentions as the p= 0.097 is greater than 0.05. It suggests that although the interaction of organizational cynicism and workplace incivility predicts turnover intention but it's not significant predictor. The above table also shows that interaction of organizational cynicism and interpersonal conflict is a significant predictor of the turnover intentions as p=.002 is less than 0.05.

The ANOVA table shows that model is a good fit as F is significant at p=0.000 (p<0.05). The value of R Square shows that 16.3% change in turnover intentions is due to the interaction of organizational cynicism & workplace incivility and interaction of organizational cynicism and interpersonal conflict.

5.   Conclusion:

The aim of this research was to explore the relationship between organizational cynicism and turnover intentions while taking interpersonal mistreatment as interacting variable with organizational cynicism. The present study was conducted in banking sector of Pakistan. This chapter comprise discussion on the results presented in the above chapter. The conclusion, limitations of the study and recommendations for the future research have also been presented.

The results of the research highlight the importance of understanding the phenomenon of organizational cynicism in order to reduce turnover intentions as well as it also considers the effect of uncivil behaviors and interpersonal conflict at workplace. The results regarding hypothesis 1 narrate that extent to which employees become cynical has a main effect on turnover intentions. The same has been concluded by many researchers. Emotional exhaustion and cynicism

has been found to be positively associated with turnover intentions (Lee. E. K., et al., 2005; Huang. C. I., et al., 2003). So, it may be said that managers who want to increase the overall efficiency of their organization and reduce the expenses by controlling the turnover rate, they must control the turnover intentions. Turnover intentions in turn may be reduced by controlling the organizational cynicism.

Turnover intentions cannot be attributed to a single factor or a single reason. It may be said that it may arise as a result of complex interaction of many variables. According to Lingard. H (2003), complex interaction of individual characteristics and variables in the work environment and cynicism and emotional exhaustion were strong determinants of turnover intentions in engineering industry. In order to gain a better insight into the relationship of organizational cynicism and turnover intentions, another variable was added to the model.ie., interpersonal mistreatment. The two dimensions of interpersonal mistreatment. i.e., interpersonal conflict and workplace incivility has been analyzed to determine their effect on the turnover intentions and how they influence the relationship between organizational cynicism and turnover intentions.

It may be seen from the results that the relationship between workplace incivility and turnover intentions is significant. The employees which experience incivility at workplace are likely to have higher level of turnover intentions. Uncivil work behaviors instigate employees to think about quitting the job. The relationship between organizational cynicism and workplace incivility was also significant which indicates a positive association between both variables. Results show that employees which have experienced incivility become cynical. As the results regarding hypothesis 2 establish the relationship between organizational cynicism and workplace incivility & workplace incivility and turnover intentions, it may be concluded organizational cynicism and workplace incivility interact to predict the turnover intentions.

The results suggest that the relationship between interpersonal conflict and turnover intentions is significant. The employees which undergo the interpersonal conflict at workplace have increased likelihood to have turnover intentions. The interpersonal conflicts instigate the employees to think about quitting the job. The relationship between organizational cynicism and interpersonal conflict was also significant which suggests a positive relationship between both variables. Results show that employees which have experienced

interpersonal conflict tend to become cynical. As the results regarding hypothesis 3 establish the relationship between organizational cynicism and interpersonal conflict & interpersonal conflict and turnover intentions, it may be concluded organizational cynicism and interpersonal conflict interact to predict the turnover intentions.

From the results it is apparent that the interaction of organizational cynicism with workplace incivility is a significant predictor of the turnover intentions while the interaction between organizational cynicism and interpersonal conflict is not a significant predictor.

The core objective of this study is to analyze the iterative effect of organizational cynicism and interpersonal mistreatment on turnover intentions. The results of this study are largely aligned with the previous literature studies. The results provide further validation for the relationship between organizational cynicism and turnover intentions. However, these findings substantiate the validity of this research as they are similar to the other researches. However, this study affirms the importance of workplace incivility and interpersonal conflict as interacting variables in the relationship between organizational cynicism and turnover intentions.

The present study found support for the relationship between organizational cynicism and turnover intentions as well the interaction of organizational cynicism with interpersonal mistreatment was also found to have effect on turnover intentions. Our results suggest that interventions designed to reduce turnover intentions in banking industry should focus, at least in part, on reducing the organizational cynicism, exhaustion and burnout. Such interventions should focus on fostering employees' perception that their organization has integrity and is supportive of them. Interpersonal mistreatment mitigating strategies should also be in place as this variable interacts with the organizational cynicism in prediction of turnover intentions. Incivility and interpersonal conflict at work should be controlled for reduced level of turnover

Intentions. These interventions may include fostering a caring workforce that is aimed at providing the suitable emotional support to the employees for their counselling. The importance of this study chiefly lies in its contribution that interpersonal mistreatment has interactive effect in the relationship between organizational cynicism and turnover intentions. The findings of present study contribute to the information that will be useful to organizations, organizational behavioral researchers and management practitioners.

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