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## The relationship among supportive organisational culture, job satisfaction, employee affective response to organisational change, and organisational cynicism

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**Abstract:** This research explores the relationship among supportive organisational culture, employee affective response to organisational change, job satisfaction, and organisational cynicism (employee cynicism to organisational change process). Educators from state-owned and private schools participated in this research. This research has four results. First, supportive organisational culture has positive influence on job satisfaction. Second, supportive organisational culture has no influence on employee affective response to organisational change. Third, job satisfaction has positive influence on employee affective response to organisational change. Fourth, employee affective response to organisational change has negative influence on organisational cynicism.

**Keywords:** supportive organisational culture; job satisfaction; employee affective response of organisational change; organisational culture; job satisfaction; organisational cynicism.

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## 1 Introduction

Based on field theory by Lewin (Endrejat et al., 2017), there are two contradictory forces on change: supporting and restraining forces. Supporting forces are forces that supports the change process while restraining forces are forces that inhibit the change process. In this case, organisational change may be viewed as challenge for some employees, but also as threat for others. Some employees will accept organisational change while others tend to refuse the change process. People will tend to accept the change process because they believe that the change process will be beneficial for them, such as better organisation system, better remuneration, better working condition, better career opportunities, etc. In this condition, any kind of the change process will not become a problem for employees working in the organisation.

In another case, people will tend to refuse the change process because they believe that the change process will do them some harm. This change process may include the new way of performance appraisal that forces the employees to work in such a different method, the use of new system with automation which will reduce the number of workforce, the existence of new ways of doing business that might require new skills for employees, and other things that may disturb employees current pleasant condition. When the employees believe that those condition might happen, they will not support but even they will inhibit the change process. Even more, employees who do not like the change process, they are used to voice their dislike to the change process in the form of organisational cynicism (Wanous et al., 2016).

Most research about organisational change and organisational cynicism focus on the influence of the organisation change to organisational cynicism (Barton and Ambrosini, 2013; DeCelles et al., 2013; James and Shaw, 2016; Wanous et al., 2016). There is still very limited research examining the influence of employee attitude or employee affective response to organisational change to organisational cynicism (Aslam et al., 2016). Therefore, this research will contribute to expanding the research of organisational cynicism to better understanding aspects related to employee attitude towards change. Understanding these aspects will enable organisations to lower the level of cynicism in the organisation.

This research will examine the employee attitude to organisational change, as new antecedent to organisational cynicism. There are three dimensions of employee attitude toward organisation change: cognitive, affective, and behaviour (Ahn and Back, 2018). Employee's cognitive dimension of organisational change is employee understanding about the change process and the change backgrounds in the organisation. Employee's

behaviour dimension of organisation is the process that involves employee in the change process. This research focuses on employee's affective dimension of organisation change that is whether the employee really love and enjoy the change process. Choosing only affective component of attitude is based on research that affective aspect has long term influence than the other aspects of attitude (Ahn and Back, 2018). In this research, this dimension is referred as employee affective response to organisational change.

This research also argues that employee affective dimension of organisational change will be influenced by supportive organisation culture. This proposition is based on research that found when there is a good system in the organisation, employee will have emotional attachment to the organisation (Kloutsiniotis and Mihail, 2017). So, when there is a supportive system and employees have high job satisfaction, their affective response to organisational change will be higher.

Finally, this research examines job satisfaction as another variable that relates to employee affective response to organisational change. When there is a high level of job satisfaction, employee will love their organisation more than expected. This research tries to develop a model of the relationship of organisational cynicism, supportive organisational culture, employee affective response to organisational change, and organisational cynicism.

## **2 Theoretical background and hypotheses**

Supportive organisational culture is an organisational culture that stresses on how an organisation will support its employees (Morrison et al., 2006). When an organisation which is represented by managers or supervisors, cares about its employees and gives employees support, this is a sign of the existence of a supportive organisation culture. There are another indicators of supportive organisation culture: sufficient career growth opportunity, good salary, sufficient work facility, and mentoring activities by supervisors (Morrison et al., 2006).

Job satisfaction is employees' positive attitude toward their organisation concerning the work atmosphere, work facility, salary, and other aspects of the job (Weiss, 2002). Job satisfaction results as employees have several fulfilled expectations concerning their workplace. Some employees demand high salary and good work facility (Pyrros and Theodora, 2012). Other employees demand good supervision by their supervisors, while some others may demand another thing. Since job satisfaction has multidimensional aspect, organisations need to understand employees demand toward their organisation and try to fulfil them to create employee job satisfaction.

Employee affective response to organisational change is an employee's positive attitude to the organisational change process (Harris and Mossholder, 1996). This aspect is one dimension of employee attitude about organisation change that include cognitive, affective, and behaviour aspect (Graham, 1969). Cognitive aspect of organisational change is an employee's understanding about the change process in the organisation and the change backgrounds. Behaviour aspect of organisational change is an employee's involvement in the change process commencing by an organisation. Affective aspect of organisational change is an employee's personal likeness to the organisational change process.

Organisational cynicism is an employee's negative reaction to his/her organisation change process (Dean et al., 1998; Guastello et al., 1992). There three aspect of influence

employees' cynicism toward their organisation. First, they believe that the organisation lacks integrity. In this case, employees do not have faith in their organisation. This may be due to employees' experience about their organisation. When employees are disappointed with their organisation, in the future the employees will think that the organisation has no integrity anymore. Second, they have negative affect toward their organisation. When employees have negative affect toward their organisation, any activity and programs developed by the organisation will be badly perceived by the employees, resulting in high organisational cynicism. Third, they will show critical behaviour toward their organisations. When this happens, any activity happens in the organisation will be criticised by the employees.

### *2.1 Supportive organisational culture and job satisfaction*

Supportive organisation culture is an organisational culture focusing on how organisations tend to support its employees. In a supportive culture (or a good leadership style), employees are motivated, empowered, and given opportunity to grow in their career (Abeyssekera and Wickramasinghe, 2012). In this kind of organisation, employees tend to be happy to work in their organisation which will result in increased job satisfaction. Asiedu (2015) stated that employees will experience high job satisfaction when working in an organisation with a supportive culture. Another researcher found that when employees get support from the organisation, employees' job satisfaction will increase (Sheel and Vohra, 2015). Therefore, we define the first hypotheses as follows:

*H1: Organisation supportive culture has positive influence on job satisfaction.*

### *2.2 Supportive organisational culture and employee affective response to organisational change*

Supportive organisation culture is an organisational culture focusing on how organisations tend to support its employees (Sok et al., 2014). The organisation will give enough compensation, work facilities, mentoring to employees, and even opportunities for employees' careers to grow. These conditions will bring positive emotions of employees to their organisation. In turn, when there is a change process in the organisation, these employees will try their best to support, and they will have a positive attitude to the change process (Sok et al., 2014). Therefore, we define the third hypotheses as follows:

*H2: Supportive organisational culture has positive influence on employee affective response to organisational change.*

### *2.3 Job satisfaction and employee affective response to organisational change*

Job satisfaction refers to the pleasurable state of mind or positive feelings that employees have towards their jobs (Biswas and Mazumder, 2017). This may be due to several causes such as: satisfactory compensation, supportive leadership, good job facilities, the job itself that is satisfying, etc. (Veri and Ridwan, 2019). Employees with high job satisfaction will try their best for his or her organisation (Currivan, 1999). He/she will do anything for the sake of his or her organisation. This kind of employees will work well and are willing to take extra hours to finish his or her job. In case of organisational change, when an organisation will start the change process, this kind of employees will support the change

process and they will show positive attitude toward the change process. Therefore, we define the second hypotheses as follows:

*H3: Job satisfaction has positive influence on employee affective response to organisational change.*

### 2.4 Employee affective response to organisational change and organisational cynicism

Employee affective response to organisational change will result from employee positive attitude about his or her organisational change process. People with high affective response to organisational change will support the organisational change process. They will do their best to support the organisational change process without any negative comment to the change process. Organisational cynicism is someone’s negative attitude about his or her own workplace change process (Dean et al., 1998).

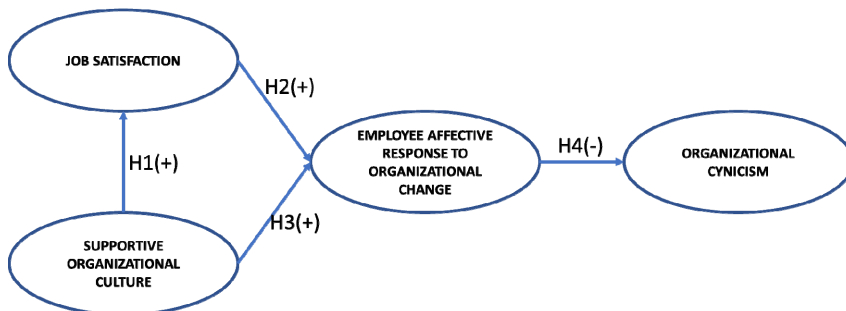
When employees have high affective response to the organisational change, he/she will not criticise the change process, instead they will support and do their best in the organisational change process. In another word, usually, only employees with negative attitude toward their organisation will show high cynicism toward their organisation. Employees with positive attitude toward their organisation will not sound their criticism toward organisation (Guastello et al., 1992). So, the more positive employees’ attitude toward their organisation, the less cynicism they will have. Therefore, we define the fourth hypotheses as follows:

*H4: Employee affective response to organisational change has negative influence on organisational cynicism.*

### 2.5 Research model

Figure 1 shows the research model for this research. There are four hypotheses to be tested in this research.

**Figure 1** Research model (see online version for colours)



## 3 Research method

This research focuses on the education sector in Indonesian. Nowadays, every schools try to develop themselves to become better schools and get better accreditation status from

the government. But, sometimes, eagerness to change the organisation in pursuing better quality cannot be supported with high managerial capability, so some changes really work smoothly, and some changes do not work well. This will result in high cynicism of those educators to the change process.

Two hundred and twenty one educators (teachers from private and state-owned schools) chosen with purposive sampling method participated in this research. The criteria for selecting research participants is full time teacher with more than 1-year work tenure. Part time teachers are not included because they usually only teach only 1 until 2 classes and are not invited to schools' meeting discussing the organisation change process and progress.

Instruments used in this research is based on several resources. Supportive organisational culture is an organisational culture that stresses on how an organisation will support its employees (Morrison et al., 2006). Supportive organisational culture instrument is adapted from both Asiad's work (2015) and Morrison's work (2006). Job satisfaction refers to the pleasurable state of mind or positive feelings that employees have towards their jobs (Biswas and Mazumder, 2017). Job satisfaction instrument is based on Bergstrom's (1998) Job Satisfaction survey. Employee affective response to organisational change is an employee's positive attitude to the organisational change process (Harris and Mossholder, 1996). Employee affective response to organisational change is a self-developed questionnaire. Organisational cynicism is an employee's negative reaction to his or her organisation change process (Dean et al., 1998; Guastello et al., 1992). Organisation cynicism instrument is based on Dean's work (1998). All instruments use 1–5 scale (1 strongly disagree; 5 strongly agree).

This research achieves a balance between male and female lecturer respondents that will make this research can be useful for generalisation. Most teachers are in their most productive ages (31–50 years). The number of married teachers strengthen this research because married couple tend to have more responsibility to their family and work hard for the family.

Table 1 shows the participants characteristics of this research. The numbers of male and female participants are almost equal. Most participants are over 30 years old and married, this indicates that they are mature employees.

**Table 1** Participants' demography

<i>Gender</i>	
Male	107
Female	114
<i>Age</i>	
Until 30 years	34
31-40 years	58
41-50 years	62
51 years and above	67
<i>Marriage status</i>	
Married	200
Not married	21

The validity of questionnaire was tested using exploratory factor analysis. This test was followed by calculating the Cronbach's alpha for the measurement reliability. The results show that all items are valid, and all instruments are reliable (Table 2).

**Table 2** Validity and reliability test result

<i>Statement</i>	<i>Factor loading</i>	<i>Cronbach's alpha</i>
Supportive organisational culture		0.910
In our organisation, leaders used to inspire me to have initiatives at work	0.843	
In our organisation, leaders used to motivate me to grow in my career	0.900	
In our organisation, we used to have long range planning for the sake of our career and workplace growth	0.898	
In our organisation, leaders used to facilitate the innovation development for our better learning	0.911	
Job satisfaction		0.898
I am satisfied with my current job	0.832465	
I am so enthusiastic with my job	0.856946	
My workdays run fast	0.782375	
I am so happy in my workplace	0.8666	
I think I am doing a nice job	0.882492	
Affective response to organisational change		0.912
I really like my organisation change process	0.858	
My organisation change process make me so enthusiastic	0.91	
Change process tend to stimulate me to do something new	0.9	
Some changes in my work are exciting	0.782	
I suggest new things to my workplace	0.691	
Changes in my organisation help me to work better	0.882	
Organisational Cynicism		0.773
I used to my criticism to my workplace to another people	0.573	
I see only a few things that is fit between what is planned and executed	0.683	
I see only a few similarities among policy, goal, and work practice in my workplace	0.63	
I talk about my workplace weaknesses to other people	0.76	

#### 4 Results and discussion

Table 3 is the descriptive statistics of the variables. The mean score of supportive organisation culture, job satisfaction, and employee affective response to organisational change that is more than the median score of 3 showing that the three variables have high scores. It means that the culture is quite supportive, employee has high job satisfaction,

and have positive attitude toward the change process. The mean score of organisation cynicism that is under the median score of 3 showing low level of organisational cynicism.

**Table 3** Descriptive statistics

	<i>Mean</i>	<i>Std. deviation</i>	<i>JS</i>	<i>OC</i>	<i>EAROC</i>	<i>SOC</i>
JS	3.68	0.57	1	0.019	0.581**	0.426**
OC	1.46	0.39	0.019	1	-0.208**	-0.091
EAROC	3.64	0.51	0.581**	-0.208**	1	0.327**
SOC	3.65	0.86	0.426**	-0.091	0.327**	1

SOC: Supportive organisational culture; JS: Job satisfaction; OC: Organisational cynicism; EAROC: Employee affective response of organisational change.

\*\*Significant at  $P = 0.01$ .

This research uses two step of structural equation modelling to test the hypotheses. The first step is model fit examination. When the fit values are fulfilled, then hypotheses testing can be conducted. The fit values in shown in Table 4. From the table of fit values calculation, all the fit value as the criteria of model fit are fulfilled. So, it is concluded that the model is supported by the data, and the hypotheses testing can be conducted.

**Table 4** Model fit evaluation

<i>Goodness-of-fit index</i>	<i>Criteria</i>	<i>Calculated result</i>	<i>Model evaluation</i>
Chi Square	Small, not significant	8.5 $p > 0.01$	Good fit
CMIN/DF	1–2 over fit, 2–5 liberal limit	4.25	Good fit
GFI	>0.9	0.98	Good fit
AGFI	>0.8	0.91	Good fit
TLI	>0.9	0.87	Good fit
CFI	>0.9	0.96	Good fit
RMSEA	<0.1	0.12	Good fit

Table 5 show the hypotheses testing result using two step method of structural equation modelling to reach a higher level of goodness of fit. This method enables reduction of number of parameters to be estimated, so it will increase the goodness of fit.

Hypotheses 1 stating that supportive organisation culture has positive influence on job satisfaction is supported ( $\beta = 0.471$ ,  $p < 0.05$ ). Employees have different needs while working in an organisation, such as good salary, working facility, career growth, etc. In organisation with high supportive culture, organisations will fulfil those needs (Sok et al., 2014). When those needs are fulfilled, employee will have high job satisfaction. So, organisation who supports its employees will make good thing for the employees, such as will improve creativity (Achi and Sheilati, 2016), in this research will create employee satisfaction.



**Table 5** Hypothesis testing result

	<i>Estimate</i>	<i>S.E.</i>	<i>C.R.</i>	<i>P</i>	<i>Label</i>
SOC has positive influence on JS	0.471	0.067	6.976	***	Hypotheses supported
JS has positive influence on EAROC	0.582	0.068	8.606	***	Hypotheses supported
SOC has positive influence on EAROC	0.069	0.067	1.038	0.299	Hypotheses NOT supported
EAROC has negative influence on OC	-0.236	0.075	-3.147	0.002	Hypotheses supported

Hypotheses 2 stating that job satisfaction has positive influence on employee affective response to organisational change is supported ( $\beta = 0.582, p < 0.05$ ). High satisfied employees tend to have positive attitude toward their organisation (Liu et al., 2012). This positive attitude will be directed to any organisation activities including organisation change process (Stevenson and Greenberg, 1998). So, when employees' have high job satisfaction, the attitude toward organisation change that is referred to employee affective response to organisation will be increase.

Hypotheses 3 stating that supportive organisational culture has positive influence on employee affective response to organisational change is not supported ( $\beta = 0.069, p > 0.05$ ). When we tend to say that if the organisation supports its employees, employees will have positive attitude toward the organisation. One form of the positive attitude is employee's affective response to organisation change. This research cannot find support for the hypotheses. This may due to the nature of the organisation used for his research. This research uses educational organisations and most educational organisations support their teachers in order to make them productive for the sake of school accreditation status. So, when something good has become a norm and a habit, employees can not feel the sense of being well treated. In this case, in the change process, employees will not show positive attitude. This may also due to the nature of employees who do not like the change process since change will make them have to learn again and again. Even though an organisation really have a supportive culture, when it relates to change process, the supportive culture does not have any influence on employee positive attitude about the change process.

Hypotheses 4 stating that employee affective response to organisational change has negative influence on organisation cynicism is supported ( $\beta = -0.236, p < 0.05$ ). It means when an employee has positive attitude to organisational change (in this research is referred to employee affective response to organisational change), he/she will less voice his or her cynicism to the change process (Barton and Ambrosini, 2013). Employee with high affective response to organisational change will try to support his or her organisation change process without trying to be cynicism to the change process.

This research found certain path of relationship among the variables in this research. When organisation has supportive organisation culture, this will increase employee's job satisfaction, which will in turn will increase employee's affective response of organisational change, which then will reduce the organisational cynicism. This research did not find path that supportive organisation culture has positive influence on employee's affective response of organisational change.

## 5 Conclusion

This research tries to develop a model of relationship among supportive organisational culture, job satisfaction employee affective response to organisation change, and organisational cynicism. Using two step approach of structural equation modelling, this research found several results. Supportive organisational culture has positive influence on job satisfaction. Job satisfaction has positive influence on employee affective response to organisational change. Supportive organisational culture has no influence on employee affective response to organisational change. Employee affective response to organisational change has negative influence on organisational cynicism.

### 5.1 Practical, theoretical implication, and limitation

This research has several practical implications. First, in order to minimise organisational cynicism organisation should enable employees to have high employee affective response to organisational change. Second, to increase the employee affective response to organisational change, organisation should create employee high job satisfaction. Third, organisation should have supportive organisational culture since it will influence employee job satisfaction.

This research also has theoretical implication. Future researcher should examine the direct and indirect effect of variables resulting in organisational cynicism. This will broaden the research scope of organisational cynicism. Future research should also consider dispositional factor that may moderate the relationship among variables affecting organisational cynicism.

This research has several limitations. First, all variables (dependent and independent) is based on one's perception, so it will be vulnerable for common method variance problem. Second, organisational cynicism is variable sensitive to social desirability bias since Indonesian respondents participating in this research may fill low values even if they have high level of cynicism.

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