

Leader's Authenticity and Workplace Cynicism of Selected Manufacturing Firms in Rivers State

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ABSTRACT: This paper investigated the relationship between leader's authenticity and workplace cynicism in manufacturing firms in Rivers State. The paper adopted a cross sectional research design. A total of one hundred and fifty (150) management personnel comprises managers and heads of departments of the sixteen (16) functional manufacturing firms in Rivers State constituted the population of the study. We adopted a census method of sampling due to the fact sixteen (16) manufacturing firms is within the range for census sampling. The main data collection instrument for this study was structured questionnaire. A total of seventy-seven (77) copies of the questionnaire were distributed but seventy-two (72) were retrieved while five (5) were not returned. Tables, percentages, Spearman's Rank Order Correlation Coefficients and Statistical Package for Social Science version 23 were used for data presentation, analysis and testing of hypotheses to determine the relationship between leader's authenticity and workplace cynicism. The paper revealed that there is no relationship between leader's authenticity and workplace cynicism; that is to say, if the leader exhibits the characteristics and dispositions of authenticity in the workplace there will be no workplace cynicism rather there will be workplace climate that ensure peace and pursuit of excellence. Furthermore, the study revealed that, one of the major causes of workplace cynicism is when the leader begins to circumvent standard practices in a dishonest proportion to advanced self and sectional interests at the expense of others. The study concluded that workplace cynicism leads to boredom and frustration because the perception an employee holds directly or indirectly affect his/her productivity and commitment or otherwise to work. The study therefore recommended that Leader's should exhibit high moral, honest and equity values in the workplace as regarding the administration of policies and procedures because their actions and dispositions impact on the perception and reactions of employees in the workplace which will in turn negatively or positively affect their performance.

Keywords: Leader's authenticity, Workplace cynicism, Disposition, Style and Performance

I. INTRODUCTION

Employees are the pillars of organization and every organization is established to achieve goals. These goals are either to make profit or render quality services to the society. Goals are achieved through and with people who have required skills, capabilities, motivated to enthusiastically and willingly go the extra mile to perform their jobs (Inyang, 2012). Similarly, Inyiaye (2015) explained that, in today's globalized and technology-driven environment, for organization to effectively achieve her set goals, her employees should have the skills, capabilities, knowledge, expertise, motivation and the right attitudes towards their work in an atmosphere that is devoid of injustice because human beings are the most dynamic and complex of all the organizations resources.

It is imperative to note that, in addition to employees' skills, knowledge, self-motivation and capabilities and perhaps the desire to actualized; to reach the peak of their career, there are myriads of factors surrounding the workplace that could enhance employee productivity or impede productivity. Some of those factors are the leader's disposition and style, the reward system, work procedures and processes, training and career advancement prospects among others. The leader's style, disposition, values, moral standing, respects for subordinates, transparency in the implementation of policies and treatment of employees constitutes the leader's authentic personality in the workplace. There is an association between leader's authenticity, characterized by self-awareness, honesty and transparency, behavioral integrity, consistency and workplace moods (Avolio & Gardner, 2005; Wong & Cummings, 2009). Employees are susceptible to perceived a leader who is not consistent in following workplace procedures and processes or rewarding employees indiscriminately as toxic

boss hence the drives for excellence and productivity may be put in precarious debacles. Durrah, Chaudhary and Gharib (2019) noted that, employees are always observant to the processes, procedures, the outcome and the reward system in the workplace they operate. The moment there seem to be perceived favoritism, nepotism and manipulation of the procedures to give an undue advantage to some employees against others, it creates an aura of workplace cynicism. Workplace cynicism means holding a secluded and indifferent attitude to one's work and the predisposition to assess one's own performance at work in negative terms (Taris, Ybema & Van Beek, 2017). The negative perception employees hold concerning his/her work as a result of ill treatment rising from the workplace as exemplified by the disposition and styles of the leaders has a lot of consequences to the organization.

The consequences of workplace cynicism are (1) workplace cynicism leads to boredom and job burnout because the perception an employee holds directly or indirectly affect his/her productivity and commitment to work excellence. Zeb-Obipi and Gabriel (2019) explained that Job burnout is a syndrome of emotional exhaustion, depersonalization, abandonment and a feeling of reduced personal accomplishment. (2) This negative perception about the workplace may also lead to work stress, lateness and gradual withdrawal of services. Workplace cynicism is the specific attitude characterized with anger, hopelessness, disappointment and a tendency to distrust individuals, groups, leaders, ideologies, social abilities or institutions an employee exhibit (Zeb-Obipi & Gabriel, 2019).

As Maxwell put succinctly, "everything rises and falls on leadership". All things being equal, everything happens in the workplace whether good or bad, to a large extent depends on the leader's disposition, style, commitment and integrity to superintend the affairs of the workplace and to reward employees in line with best practices and standard. It is worthy to note unequivocally that, employees most times look up to the leader for inspiration, career advancement, uprightness, hard work and to meet their individual goals but they may feel frustrated the moment the leader dispositions tilt towards ethnic favoritism, nepotism and organizational maneuvering for sectional interests. Durrah, *et al* (2019) opined that, in reality, authentic manifestation and integrity of a leader provokes tremendous enthusiasm within the workplace because employees will feel being carried along at every stage and being part of the organization. However, the problem our leaders have today is the inability to rise above ethnic favoritism, nepotism, personal interest to ensure everybody (employees) are treated equality irrespective social background or political affiliation. It is becoming increasing difficulty to ignore the that some managers of the manufacturing firms have institutionalized favoritism in recent times. We have come to discovered that in some instances if the manager is from a particular region, most of the subordinates would come from that region. The few employees from other regions may be treated differently due to the inherent disposition of the leader. This scenario could invoke workplace cynicism. Despite the undeniable fact that leader's authenticity will help to reduce workplace cynicism and spur employee productivity, there seems to be dearth of empirical investigations on the relationship between leader's authenticity and workplace cynicism in the developing countries especially in the manufacturing sector.

The purpose of this paper was therefore to empirically examine the relationship between leader's authenticity and workplace cynicism of manufacturing firms in Rivers State.

The specific objectives of this study include.

1. To examine the relationship between leader's authenticity and cognitive cynicism of employees in manufacturing firms in Rivers state.
2. To investigate the relationship between leader's authenticity and behavioural cynicism of employees in manufacturing firms in Rivers state.

The research questions are as follows

1. What is the relationship between leader's authenticity and cognitive cynicism of employees in the manufacturing firms in Rivers state?
2. What is the relationship between leader's authenticity and behavioural cynicism of employees in the manufacturing firms in Rivers state?

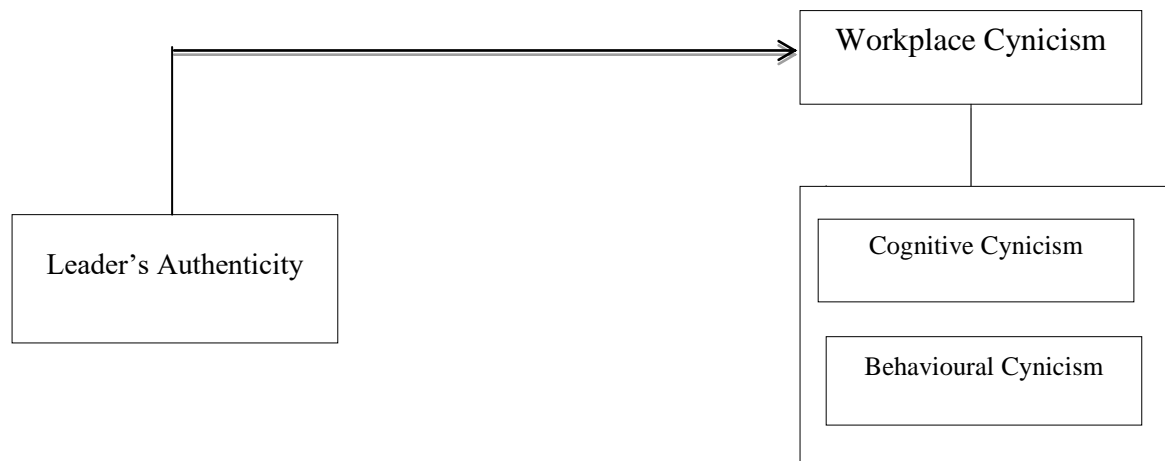


Fig. 1: Operational framework for the hypothesized relationship between leader's authenticity and workplace cynicism

Source: Ince and Turan (2011) and Dean, Brandes and Dharwadkar (1998)

II. LITERATURE REVIEW

Theoretical Foundation

The baseline theory for this study is Affective Events Theory. Affect Events is a theoretical construct that is used in Organizational Behaviour to understudy the relationship between events in the workplace and the reactions of employees in direct proportion to their performance. These events are not referring to physical or social events but prefers to practices and attitudinal dispositions of the custodians of policies. This theory was propounded by Weiss and Cropanzano (1996), which explains how moods and perception of employees in the workplace influence their job as a result of events in the workplace. Theory further explain the relationship between employees' internal dynamic influences, perception about leader's dispositions in the workplace, emotions, cognition and the implication of their reactions. Kaptein (2003) explained that, Affective Events Theory holds that organizational eventstrigger affective and spontaneous responses with consequences for workplace attitudes, cognition and behavior either negative or positive. These events in the workplace are construed to include intra-organization conflict, stress, fatigue,frustration and elements of the physical setting (Wasserman, Rafaeli&Kluger, 2000), work teams' characteristics (Barsade, 2000) and the leader's disposition, integrity and relationships with employees (Dasborough&Ashkanasy, 2002)

Weiss and Cropanzano developed AE-Theory with specific reference to micro-level attitudes and behaviors set of people; that's employees' behaviours and reactions within the workplace in response to events in the organization. Weiss and Cropanzano (1996) explained that, an employees' affective state give rise to cognitive processing tendencies that influence judgment-driven behaviors. Judgment-driven behaviors involve the conscious evaluation of everything happening in the workplace that seems to benefit some people while others are left out. One of the most important events that could happen in the workplace is the leaders' actions and attitudes towards the employees in the workplace and the objectivity with which he carries out his functions. Authentic leadership entails that the leader knows who is, what he believes in and value and act on those beliefs and values in line with workplace procedures and process that is fair and perceived to be fair to all employees regardless of their differences in ethnic background, political affiliation or religious orientation. According to Baldwin (2006), fairness is said to be the extent to which employees perceive that workplace procedures, interactions and outcomes are equitable to all in practice and as a concept that top managers promotes in the workplace

In additionally, Baldwin (2006) suggested that workplace cynicism happens in a situation whereby four of these scenarios occurred; (1) unequal pay for employees performing the same job with same certificate (2) performance review being conducted by someone with whom the employee has had past dealings with that may favour him or her in the assessment (3) the use of personality inventories and consideration of social alignment for the selection of new staff and (4) arbitrary dismissal without recourse to established procedures. The factors mentioned above could be resolved if the leader is true the values and ideals that established the organization in line with her vision and mission.

Concept of Leader's Authenticity

Covelli and Mason (2017) explained that, while researchers may not wholeheartedly agree on an operational definition of authentic leadership, it is widely accepted that there are three primary antecedent factors that influence authentic leadership development which include positive psychological capabilities, moral reasoning and critical life events. An authentic leader possesses positive psychological capabilities, including confidence, hope, optimism and resilience (Northouse, 2013). Moral reasoning is used by authentic leaders as a compass that guides their actions and behaviors to promote the highest levels of morality and integrity (Northouse, 2013). Authentic leaders consistently use ethical reasoning and a moral compass to make and support their decisions. According to Robbins, Judge and Vohra (2012), an authentic leader is someone who knows who he is, knows what he believes in, the value that promotes workplace ethics and trust and act on those values and beliefs openly in an honest and transparent manner. Phillip (1999) opined that an authentic leader knows what he/she wants and who he/she wants to become. An authentic leader is genuine, is true himself, opinionated but corporative, goal oriented but people's focus. According to Solomon (1999), before you can do, you must be. This simply entails that every authentic leader knows the reason why he does what he does. George (2018) defined authentic leader as being genuine, moral upright and character-based; leader of the highest integrity, committed to building enduring organizations, who has a deep sense of purpose and are true to their core values, with courage to build their organizations to meet the needs of all stakeholders and provide service to society. George (2018) suggested that, this type of authentic leader has five dimensions which include: passion, values, relationships, self-discipline and heart which connect and embodied in their characters. George (2018), authentic leader demonstrates these five qualities:

- i. Understanding their purpose
- ii. Practicing solid values
- iii. Leading with heart
- iv. Establishing connected relationships
- v. Demonstrating self-discipline

Chester Barnard in his book the Functions of the Executive, made the first reference to authenticity in management and organizational literature (Kliuchnikov, 2011). Barnard (1938) (as cited in Kliuchnikov, 2011) argued that the authentic capacity of a leader should be used as a measure of executive quality. Authenticity of a leader is built on his/her character and manifest in his actions and value orientation which in some cases influence his style of leadership. Style is the outward manifestation of one's authentic leadership, not one's inner self. It has to do with who we are as human beings and the forces that shaped us (George, 2018). Being an authentic leader in our society will require the ability to endure and patiently cope with trials and pressures from all corners that may befall you in order to suppress your values and ethical dispositions concerning your roles. According to Kaptein (2003), an authentic leader is seen to have the ability to endure trials and pressures, identify the complex aspect of predicaments and has the skill to take a view point of his own. He further explained that authentic leader has the capability to view issues with wider perspective and firmly focus on employee-driven process and organizational procedure for the attainment of goals. To achieve that effectively and ensure the workplace is devoid of cynicism, three important abilities are identified by Kaptein (2003), which are clarity of limits, ideals and values. It is imperative to note that, having clear limits as a leader means that you verify things and refused to participate in certain unaccepted acts in the workplace. Ability of having clear ideals refers to having a clearer vision of what he/she wants to accomplish. This means that he is ambitious and understands the goals to be achieved (Kaptein, 2003). The goals to be accomplished and values an authentic leader has formed his/her article of faith while carrying out his duties. The third ability an authentic leader must possess is Value. A clear values refer to ability to understand that values are essential procedures for activities to be undertaken. Collins and Porras (1995), advanced that value give a lead to the route one should follow and goals we set for ourselves. Values essentially link our ideals with our moral boundaries. A leader who doesn't have personal and work values that guide him will end up following the trend in the society even when it is against laid down procedures and processes. The consequences of such behavior by the leader will be catastrophic for the organization in the long run.

Concept of Workplace Cynicism

When things are done to benefit a certain employees or give them undue advantage over others, it creates rooms for frustration and mutual blackmail and sabotage. Workplace cynicism is the belief that the workplace lacks integrity and transparency as exemplified in the processes, procedures and reward systems obtainable in the organization. Özler and Atalay (2011) explained that workplace cynicism is the feeling of frustration, hopelessness and dissatisfaction employees have towards their work as a result of lack of honesty, injustice and lack of transparency demonstrable by the top echelon members of the organization. Dean, Brandes and Dharwadkar (1998) defined workplace cynicism as a negative attitude (negative attitude of aggravation) towards their work. Workplace cynicism is a specific attitude characterized with anger, hopelessness,

disappointment and a tendency to distrust individuals, groups, leaders, ideologies, social abilities or institutions (Zeb-Obipi& Gabriel, 2019). When perceived cynicism becomes commonplace in the workplace it may leads to an attitude of unfriendliness, lack of honesty on the part of the employees, disturbance, dissatisfaction, hopelessness, frustration and sabotage. Developing countries such as Nigeria, workplace cynicism has emerged as a new paradigm of concern to employees and other stakeholders because employees are fast losing confidence in their leaders due to their actions that are termed one sided and nepostic in nature. According to Ron (2017), workplace cynicism arises when employees lack confidence in the reward system and processes of their work due to influences and interferences from top leaders

III. MEASURES OF WORKPLACE CYNICISM

Cognitive Cynicism

Cognitive cynicism refers to lacks of sincerity, honesty, and justice in the workplace. Cognitive cynicism arises when employees feel that their organization does not esteem their contributions, sacrifice, endeavors or care about their welfare and therefore they maylikely withhold their best efforts (Rehan, Iqbal, Fatima &Nawabl, 2017). Workers facing cognitive cynicism think that principles are often sacrificed for expedience and patronage is premised on ethnicity, region and political affiliation instead of merit, performance and qualification. Bernerth, Armenakis, Field, Walker and Justice (2007) found that employees' perceptions of cognitive cynicism are negatively associated with their leaders lack of fairness and personal example in the workplace.Cognitive cynicism formed the kind of idea that employees think towards their workplace which shows lack of integrity, sincerity, honesty and fairness (Andersson, 1996; Dean *et al.*, 1998; Wilkerson, Evans & Davis, 2008). Having this belief of lacking integrity couple with negative emotions to the towards the workplace could cause the employee his/her personal commitment to put his best. Some reasons of cynicism are; injustice and unfair treatment of employees, huge work load without commensurate rewards, inability to meet one personal needs, inadequate social support and miscommunication (Andersson, 1996)

Behavioural Cynicism

Behavioral cynicism refers to critical expressions and negative attitudes frequently exhibit in the workplace. Behavioral cynicism consists of sarcastic,humour, criticism of the organization, unfavorable non-verbal behavior, negative interpretations of attitudes in the workplace and cynical predictions about the organization's action in the future (Rehan, Iqbal, Fatima &Nawabl, 2017). Similarly, Kidwell and Robie(2003) noted that, behavior of cynical employees includes humorous and stinging attitudes and bad mouthing towards their organization, in addition, employees who ridicule their organization and their leadersmay decide not to put more efforts to help achieve organizational goals. Employees observe and perceived the internal happenings in the workplace and when things are being manipulated against laid down procedures they are aware. When certain things are done differently, it creates a negative behavior in them toward the workplace. They can behave in negative and humiliating manner which could be abusive, sardonic, unfriendly, technical withdrawal and deliberate disobedience to policies and actions (Dean, Brandes&Dharwadkar, 1998). The consequences will be, decreasing in performance, organizational citizenship behaviours, motivation, commitment and increasing in interpersonal conflict, complaint, absenteeism and employee turnover are inevitable (Andersson, 1996). Research have shown that some of the reasons for behavioural cynicism in the workplace are; injustice, policies are implemented in a lopsided way to favour sectional interests, discrimination in promotion, etc.

Leader's Authenticity and Workplace Cynicism

Workplace cynicism is reported to have a negative impact on employee performance in all ramifications. In a 2008 study in the USA by Byrne and Hochwarter, (2008) responses from 1256 full-time employees and 2143 full-time state employees from a variety of industries were taken. Cross section research was adopted and the study discovered that an organization where there is wide spread cynicism finds it difficult to achieve her goals and objectives because employees feel frustrated and hopeless hence would refused to give their best. This study concluded that a cynical employee's performance would be low when the leader fails to demonstrate justice and fairness in the treatment of employees. When employees observe the integrity of their leader in the workplace, it helps to erase cynical feelings.Cremer (2005) had argued that when employees perceive procedures as fair, implemented consistently without self-interest, on the basis of accurate information, they feel respected and valued by the organization and the authority and consequently will trust the authority in other dealings. Many scholars have argued that the major cause of workplace cynicism is how the leader treat events in the workplace. Bernerth, Armenakis, Field, Walker and Justice (2007) found that employees' perceptions of cognitive cynicism are negatively associated with their leaders lack of fairness and personal example in the workplace. All that is require for the workplace to overcome the evil of cynicism is for the leaders to be fair, equitable and considerate in the implementation of the processes, procedures and policies in the organization to give a fair ownership and sense of belonging to all employees In view of the foregoing argument, the following hypotheses were drawn.

Ho₁: There is no significant relationship between leader's authenticity and cognitive cynicism in the manufacturing firms

Ho₂: There is no relationship between leader's authenticity and behavioural cynicism

IV. METHODOLOGY

According to Baridam (2001) research design is the framework that is used as a guide in collecting and analyzing data for a study. This research design should capture the type of research, unit of analysis and the time frame for the study (Ahiazu, 2006). For the purpose of this study which was to examine the relationship between leader's authenticity and workplace cynicism, the study adopted the cross sectional research design. The population of the study comprises a total of seventy-seven (77) Managers and heads of department from the sixteen (16) functional manufacturing firms in Rivers State. Census sampling method was adopted because the sample size is relatively small. The main data collection instrument for the research was structured questionnaire. A total of seventy-seven (77) copies of questionnaire were distributed and seventy-two (72) were retrieved, while five (5) questionnaire were not returned due to unavailability of the personnel who ought to have filled them. Tables, Spearman's Rank Order Correlation Coefficients and Statistical Package for Social Science (SPSS version 23) were used for data presentation, analysis and hypotheses testing to determine the relationship between leader's authenticity and workplace cynicism. Out of the seventy-two (72) questionnaire that were returned, all were correctly filled and thus suitable for data analysis.

Table 1: Reliability Coefficients of variable measures

S/No	Dimensions/Measures of the study variable	Number of items	Number of cases	Cronbach's Alpha
1	Leader's authenticity	3	72	0.767
2.	Cognitive cynicism	3	72	0.489
3	Behavioural cynicism	3	72	0.476

Source: Research Data, 2021

Demographic Data Analysis

Table 2 Gender of Respondents (n=72)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	55	76.39	76.39	76.39
	Female	17	23.61	23.61	100.0
	Total	72	100.0	100.0	

Source: Research Data 2021 and SPSS output version 23.0

From the above, it shows that there are more men in managerial positions 76.39% while women are 23.61%

V. DATA ANALYSIS AND RESULTS

Bivariate Analysis

We used the spearman's rank order correlation coefficient tool at 95% confident level for data analysis. The tests cover hypotheses Ho₁ and Ho₂ which are bivariate and all stated in the null form. To this end, we based on the Spearman's Rank (rho) statistics to carried out the analysis. The 0.005 significance level was adopted as the basis for accepting or rejecting the null hypotheses at (p0.005).

Table 3. Correlation matrix for leader's authenticity and measures of workplace cynicism

			Leader's authenticity	Cognitive cynicism	Behavioral cynicism
Spearman's rho	Leader's authenticity	Correlation Coefficient	1.000	.498	.495
		Sig. (2-tailed)	.	.000	.000
		N	333	333	333
	Cognitive cynicism	Correlation Coefficient	.436	1.000	.455
		Sig. (2-tailed)	.000	.	.000
		N	333	333	333
	Behavioural	Correlation	.511	.435	1.000

	cynicism	Coefficient			
		Sig. (2-tailed)	.000	.000	.
		N	333	333	333

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

Source: Research Data 2021, (SPSS output version 23.0)

Ho₁: There is no significant relationship between leader's authenticity and cognitive cynicism of manufacturing firms

The result on the table above shows that, the correlation coefficient has no positive relationship between leader's authenticity and cognitive cynicism. The correlation coefficient is 0.498 which indicates that there is no relationship. The correlation coefficient indicates a very low correlation between the two variables. Consequently, based on the empirical findings as exemplified in the statistical results, the null hypothesis earlier stated is hereby accepted that there is no relationship between leader's authenticity and cognitive cynicism in the manufacturing sector in Rivers State.

Ho₂: There is no significant relationship between leader's authenticity and behavioural cynicism in manufacturing firms

From the result in the table above, the correlation coefficient shows that there is no strong positive relationship between leader's authenticity and behavioural cynicism. The correlation coefficient is 0.495 clearly and statistically confirm that there is no strong relationship between the variables as also exemplified by the statistical output. It suffices to say therefore that, based on the empirical findings as indicated above, the null hypothesis earlier stated is hereby accepted that there is no relationship between leader's authenticity and behavioural cynicism in the manufacturing firms in Rivers State.

VI. DISCUSSION OF FINDINGS

The study indicated that there is no strong positive relationship between leader's authenticity and workplace cynicism in manufacturing firms in Rivers State, using Spearman's order correlation co-efficient tool and at 95% confident interval. The results of the empirically examined hypotheses 1 and 2 on table 3 indicated that there is no strong positive relationship between leader's authenticity and measures of workplace cynicism (0.498 and 0.495 respectively). That is to say, one of the major events in the workplace that may result in workplace cynicism is the actions and behaviours of the leader. If the leader shows values and highest level of integrity that is derivable from the processes, procedures, rules and best practices there may not be an in-feeling or perceptual sentiment of marginalization in the workplace by some employees. This outcome corroborates with George (2018) assertion that, authentic leader is genuine, moral and character-based; leader of the highest integrity, committed to building enduring organizations for which employees are major stakeholders, who have a deep sense of purpose and are true to their core values, who have the courage to build their organizations to meet the needs of all their stakeholders and who recognize the importance of their service to society. Furthermore, the findings however, corroborates the views of Kaptein (2003) that leader's authentic dispositions have the ability to set the workplace in a path that will encourage employees to go the extra-mile to ensure goals are achieved and people are challenged to actualized by striving hard. People feel better, work hard and become creative when they realized that their needs and expectations could be met fairly while providing their services to their organizations. The emotion and perception employees bring to the workplace taken into account the happenings in the workplace will influence their performance and the overall productivity of the organization. The study revealed that, one of the major causes of workplace cynicism is when the leader begins to circumvent standard practices in a dishonest proportion to advanced self and sectional interests at the expense of others. Certainly such disposition manifestation may result in frustration and boredom.

VII. CONCLUSION AND RECOMMENDATIONS

Many factors contribute to ensuring a healthy workplace atmosphere. These factors either encourage hard work among employees or create workplace cynicism and fatigue. According to Amah and Gabriel (2017) workplace fatigue is propelled by the feeling of exhaustion, lowering of psychological functions, breakdown of autonomic nervous balance and decrease in work efficiency. The factors that encourage hard work include physical setting of the environment, reward system, career prospects and most importantly the leader's authentic dispositions in the workplace. Our study concentrates on examining the effect of leader's authentic behavior in the workplace with its relationship to workplace cynicism. The study has revealed that there is no positive relationship between leader's authenticity and workplace cynicism. The

study revealed that, one of the major causes of workplace cynicism is when the leader begins to circumvent standard practices in a dishonest proportion to advanced self or sectional interests at the expense of others. The leader's authentic behavior or otherwise has tremendous influence on the perception of employees about the workplace. If the employees' perception tilt towards dishonesty, systemic favouritism and nepotistic tendencies about their leaders' disposition in the workplace then it creates cynical and bad blood reactions from the employees. This scenario will result to low performance and reduce enthusiasm among the employees. From the findings, we make the following recommendations:

- i. Leader's should exhibit high moral and equity values in the workplace because their actions and dispositions impact on the perception and reactions of employees towards the workplace.
- ii. Leaders' should uphold best organizational practices while strictly ensuring that procedures, processes and rules are not suspended for social and political expediency.
- iii. Leaders should initiate platforms to ensure regular and periodic communication to interact with employees. This will help clarify misconception and misgiving employees hold about the leaders' dispositions and actions.
- iv. Authenticity behavior of leaders eliminate workplace cynicism hence leaders should ensure the culture of merit and value-addition are rewarded rather than ethnicity and political consideration for advantage at the expense of others.

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